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## EVALUATION REPORT

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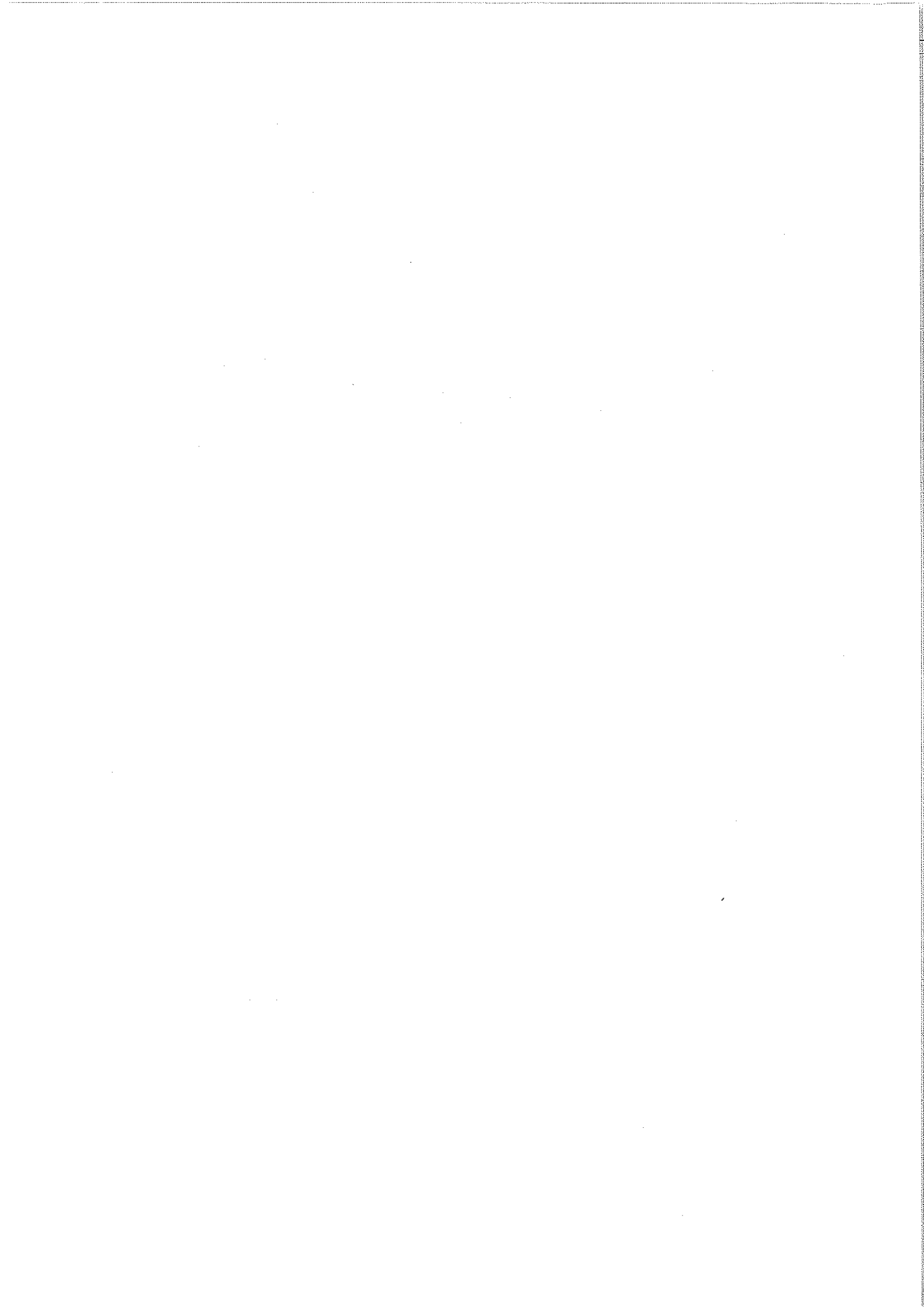
**SEYCHELLES BIODIVERSITY CONSERVATION AND NATIONAL  
PARKS PROGRAMME  
EMPS Project 7 ACP SEY 002**

**DAVID SHEPPARD**

**ALI KAKA**

**DECEMBER, 1995.**

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## EVALUATION REPORT

### SEYCHELLES BIODIVERSITY CONSERVATION AND NATIONAL PARKS PROGRAMME

#### BACKGROUND

1. This report evaluates the Seychelles Biodiversity Conservation and National Parks Programme - EMPS Project 7 ACP SEY 002 (hereinafter referred to as the programme). It is based on a mission to the Seychelles by a review team of David Sheppard (Head, IUCN Programme on Protected Areas) and Ali Kaka (Senior Warden, Marine Parks and Reserves, Kenya Wildlife Service) from 13th to 18th December, 1995. The Terms of Reference for this evaluation mission are outlined in Annex A and the persons consulted in relation to this mission are listed in Annex B.

2. The programme ran for a period of 12 months, commencing January 1995, and comprised an integral element of the implementation of the Environmental Management Plan for the Seychelles (EMPS). The programme was designed and implemented jointly by IUCN - The World Conservation Union and the Seychelles Government (Ministry of Foreign Affairs, Planning and Environment). Execution was through a Technical Advisor, Dr Nirmal Shah, working in close cooperation with the Conservation and National Parks Section of the Ministry. Implementation was in accordance with a project document; specifically in relation to objectives outlined in this document (reference Annex C, page 2) and a Memorandum of Understanding between IUCN and the Conservation and National Parks Section of the Seychelles Government (CNP) (refer Annex D). Funding was provided by the European Union (EU) through a grant of 125,000 ECU from the European Development Fund. This programme comprises one element of a broader financing agreement between the European Economic Community and the Republic of Seychelles (Agreement No. 5108/SEY - Biodiversity and National Parks Programme EDF - SEY 7001). Other activities under this financing agreement were managed by CNP.

3. The objectives of the programme were to:

1. Review and revise the Seychelles Conservation Strategy.
2. Initiate development of a pilot resource management database to facilitate the storage and retrieval of information required for Marine National Park (MNP) management.
3. Prepare management plans for the following MNPs under CNP management
  - Ste Anne Marine National Park
  - Port Launay Marine National Park
  - Baie Ternay Marine national Park

- La Digue Veuve Reserve
  - Curieuse Marine National Park (review of management plan and complementary proposals if appropriate)
4. Introduce methods used for implementation of Seychelles Conservation Strategies and park management plans to CNP staff, and to assess their additional training needs.
  5. Establish an underwater scuba trail in the Ste. Anne Marine Park to enhance visitor appreciation.

## **REVIEW AND ASSESSMENT**

### **Guiding philosophy**

4. The objectives of the programme were substantially modified prior to their final acceptance and implementation. The guiding philosophy for this modification and for the programme itself was the need to strengthen the institutional capacity of the Conservation and National Parks Division, specifically to ensure that staff were better able to plan and manage marine protected areas. As noted below the basic objectives of this programme have been met, however there have been a number of factors which have constrained the utility of the programme in strengthening local capacity; not the least of which has been the unforeseen unavailability of staff from the CNP to work with the Technical Advisor and the unavailability of resources to assist the smooth functioning of the Technical Advisor.

### **Achievement of specific objectives**

5. The level of performance in relation to each objective is assessed below:

Objective #1 Review and revise the Seychelles Conservation Strategy: A draft Seychelles Conservation Strategy Review paper was developed following consultation with relevant parties and a major workshop involving key government agencies. The objective proved misleading as it implies that there was an original Conservation Strategy to "review and revise". This was not the case: other than some earlier papers relevant to Conservation in the Seychelles, including a government "White Paper" prepared in the 1970's and the Environmental Management Plan itself, there was no such strategy. The task thus focused on the definition of what a Conservation Strategy should mean in the context of the Seychelles and then the development of a framework review document. This has been achieved, however the development of a comprehensive Conservation Strategy is well beyond the scope of this specific programme and the time originally allocated (one month). Given the ambiguity associated with this objective, the review team was very impressed with what has been achieved and the obvious enthusiasm of those involved in the preparation of the draft document and the workshop. Special note should be made of the important role of the workshop and the efforts of

IUCN staff member, Nancy MacPherson, in the design and implementation of this workshop. This very successful workshop has laid a strong foundation for the development of a focused and effective Conservation Strategy in the Seychelles. It is critical that the final Conservation Strategy is based on extensive review of the existing document and consultation with workshop participants and relevant authorities and individuals in Seychelles. The impetus that has been established through this programme should continue; follow up to the existing draft Conservation Strategy Review is essential. Expectations have been raised through the implementation of the workshop and through consultation; these must be adequately addressed. Further development of the Conservation Strategy should be closely linked with the implementation of the Biodiversity Authority and should, in fact, comprise one of the major tasks of this new agency.

The review team considers this objective to have been adequately achieved.

Objective #2 Initiate development of a pilot resource management database to facilitate the storage and retrieval of information required for marine park management. The review team was advised that four databases had been developed, covering: biodiversity; general park environment; turtles; and park use. These databases use FoxPro for Windows and are based on information supplied by field staff using standardised forms. The review team was not able to view these databases on the original computer that had been allocated for this task but were shown the turtle database on another computer. The databases appeared clear and easy to use. The team was impressed by the simple approach used which should yield useable data and was assured that field staff are now providing data and also making use of the information. However, we were concerned that there appears to be limited use being made of these databases at present within the CNP, mainly due to the lack of a dedicated officer for input of data and the lack of a dedicated machine for database use. For example, when the review team visited the CNP office it found that the computer that was supposed to be used for database management had been removed and was being used for staff training in relation to aspects other than database management. The issue of staff access to the database should be addressed in any follow up to the programme. The development and implementation of the database should also be linked with the activities of the Senior Research Officer. The review team was surprised to note that no similar basic environmental monitoring schemes or computerised databases had been implemented in the three years that the Scientific Research Officer had been employed by the CNP.

The review team considers this objective to have been adequately achieved. However, effective implementation of the database will require a greater commitment from the CNP in the future.

Objective #3 Prepare management plans for 5 marine parks: Management plans were seen for Ste Anne, Port Launay, Baie Ternay Marine Parks and La Veuve Special Reserve. The review for the Curieuse Marine National Park

Management plan was not seen. The review team noted the number of public workshops that had been held as an integral element of the preparation of a number of the management plans (including the Ste Anne and the Port Launay and Baie Ternay Marine National Parks) and commends this effort to involve stakeholders in the planning process. The team also notes the efforts to involve local ranger staff in the management planning process and are of the view that such involvement is critical to effective implementation of management plans. It is critical that prescriptions of the management plans are integrated into the day to day reserve management activities of CNP field staff. The review team suggests that the plans now be subject to further review, with comments sought from relevant persons and agencies. The plans should then be further amended in the light of this review, if necessary, and then endorsed at Ministerial level. Consideration should be given to amendment of relevant legislation to include provision for management plans. The team also noted that there were two specific proposals for zoning of the Ste Anne Marine National Park which have been submitted to the Seychelles Cabinet for resolution and suggests that this issue be followed up and resolved as soon as possible.

The review team considers this objective to have been adequately achieved.

Objective #4 Introduce methods used for implementation of Seychelles Conservation Strategies and park management plans to CNP staff, and to assess their additional training needs A commendable effort was made to discuss the development and implementation of the Seychelles Conservation Strategy in a workshop held in the Seychelles in November, 1995. Similar workshops were held in association with the development of management plans drawn up under this programme. A specific workshop was also held for park managers under the direction of consultant, Ms. J. Elder, from Australia. This workshop focused on practical aspects of the implementation of management plans and was extremely well received. Workshops such as these should continue in any follow up to this programme and should form an integral element of strengthening the capacity of local staff. The review team also noted that the development of management plans was strongly based on inputs from park managers and regards this as critical for the effective implementation of management plans.

The review team considers this objective to have been adequately achieved.

Objective #5 Establish an underwater scuba trail in the Ste Anne Marine Park to enhance visitor appreciation The underwater nature trail proposed for Ste Anne Marine National Park has not been installed as at December, 1995. The design of this underwater trail was greatly assisted by the visit of an underwater trail expert from Australia (Mr G. Byron), who advised on the design and installation of the trail and also trained local staff in this aspect. Several reasons were cited for the delay in installation of the trail. However, most of the material is ready and the final sign plates are now awaited. These will be prepared in Nairobi by the East Africa Regional Office (EARO) of IUCN,



as the sample sign plates prepared in the Seychelles were not judged to be adequate. The underwater trail, once installed, needs to be regularly monitored and maintained. Monitoring of the use of this trail should also occur.

The review team considers this objective to have been partially met, but are convinced that the factors for the non achievement of this objective were beyond the control of the Technical Advisor and also notes that the trail should be in place within the first half of 1996.

### **Overall achievement of objectives**

6. At a general level the review team felt that the objectives of the programme had been achieved and that the credit for this rests largely with the outstanding efforts of the Technical Advisor, Dr Nirmal Shah. The review team was, however, concerned about the low level of support available from the CNP during the implementation of this programme and feels this must improve if any follow up activities are to be effective. The review team notes that activities such as the preparation of management plans and the development and implementation of databases represent "core business" for conservation agencies and they should be accorded a high priority by CNP, irrespective of the presence or absence of external funding.

### **Institutional arrangements and strengthening**

7. The guiding philosophy of this programme was, as noted, to assist the building of institutional capacity within the CNP. One element to assist the achievement of this was through the development of a Memorandum of Understanding between the CNP and IUCN East Africa Regional Office (EARO) (refer Annex D). This provided a framework for collaborative activity in the implementation of this programme and specified roles of both parties. This MOU provides a basis for assessment and this is outlined below. At a general level, the review team noted that there was a good relationship at a personal level between the staff at all levels of the CNP and the Technical Advisor and this was one key element of ensuring that there were, in a broad sense, linkages between the host department and the programme. This close working relationship was no doubt closely related to the previous position of the Technical Advisor as the Director of CNP. If a Technical Advisor had been selected who lacked these "insider" qualifications the implementation of this initial programme would have been much more difficult.

8. In relation to the MOU requirements the review team has the following observations:

- IUCN EARO commitments: these included provision of technical advice and expertise and the provision of managerial and administrative support. The IUCN commitments were met adequately and within prescribed deadlines. Special note should be given to the high level of professional and competent back up support given to Technical Adviser by the East African Regional Office

of IUCN. This high level of support was an important contributing factor to the overall success of the project.

- CNP commitments: these included the provision of office space and the allocation of a staff member, on a rotational basis, to work alongside the Technical Advisor. The review team found that these obligations were not met for a number of reasons, including a high staff turnover within CNP, due to staff departures, overseas trips and sabbaticals. This problem was compounded by the high workloads of CNP staff. A specific exception is the Ste Anne Assistant Parks Officer, who has remained in that position during the project year under review. No officer of CNP has directly benefited through working with the Technical Advisor as a counterpart and, more alarmingly, there seems to be no-one identified to follow up actions arising from this programme. In discussion with the Acting Director of CNP, a reservation was noted in relation to the involvement of technical level staff when drafting MOU's such as these. It was considered that greater involvement of technical staff could have resulted in the resultant shortfall in this project from CNP having been foreseen and planned for. Though this is more on an "in house" matter, it did add an extra burden on the Technical Advisor and should be highlighted in any follow up to this programme.

## **STRENGTHS AND WEAKNESSES**

### **Strengths**

9. The strengths of this programme have been:

- the high level of achievement of programme objectives.
- the highly consultative way in which the project has been implemented, particularly in relation to the development of some of the management plans and the development of the Conservation Strategy. The representative from the Division of Physical Planning and Lands noted that public consultation of this kind is relatively new in the Seychelles and that this project has been pioneering in this regard. It appears that this project is providing an excellent model for the effective involvement of key stakeholders in decision making and this aspect has obviously wider ramifications beyond the CNP.
- the fact that this project has provided operational guidance and direction in relation to the management of key marine parks. It is important to note that, prior to this project, there were no management plans for areas managed by the CNP, and that this project has now provided a framework for both the management of areas as well as the critically important task of setting priorities.
- the selection of the Technical Advisor who has good connections within the Seychelles Government, particularly the CNP, has been decisive in overcoming the constraints imposed through the limited availability of support resources as

well as ensuring effective involvement of staff in aspects such as the preparation of management plans.

- the implementation of training for field staff which will greatly assist them in carrying out their duties.
- the generation of increased awareness of the need for a comprehensive conservation strategy, as well as an appreciation as to what such a conservation strategy should address.
- the identification of the need for more professional and independent management arrangements, particularly the establishment of a parastatal agency to run protected areas in the Seychelles.
- the extent to which this project has been used as a catalyst for partnership with relevant agencies from other countries. For example, specialists from Queensland, Australia, assisted with the establishment of the underwater trail and running a workshop on implementing management plans. These promising links should be further developed in follow up to the programme.

## **Weaknesses**

10. The weaknesses of the programme have been:

- limited involvement of the host agency (CNP): It is clear from an assessment of the MOU between CNP and IUCN/EARO, that the CNP commitments have not been met. This is due to factors identified in point 8 above. It is clear that the original MOU was not realistic given the constraints of the host agency and this element of realism must be more carefully considered in follow up to this programme.
- absence of follow up strategy: the fact that limited attention has been given to the development of a follow up strategy to implement recommendations, beyond the life of the current programme. A follow up structure has not been established nor suggested by CNP, beyond the broad establishment of the Biodiversity Authority. A follow up strategy, which includes a realistic definition of resource requirements, is essential if the excellent work done in this programme is to be effectively implemented.
- unrealistic expectations: The original TOR for this project were, in retrospect, too ambitious, particularly in view of the limited support available from the CNP. For example, the development of effective management plans takes considerable time, particularly when stakeholders are consulted in an effective manner. The development of 5 management plans, as well as all the other tasks called for under this programme, placed an extremely heavy burden on the shoulders of the Technical Advisor.

## **ISSUES TO BE CONSIDERED**

11. The review team noted a number of issues which should be considered in the design and implementation of follow up to this programme:

### **Establishment of the Seychelles Biodiversity Authority**

12. Legislation has been endorsed which will create a separate Biodiversity Conservation Authority as a parastatal organisation under the overall direction of a Board of Directors and the day to day operation of a Managing Director (refer Annex E which comprises legislation to establish this Authority). The review team notes this development with strong approval. It also notes that there has been considerable delay in actual approval (Ministerial signature) and accordingly urges the Government of the Seychelles to initiate this Authority as soon as possible.

13. A strong and independent Biodiversity Authority is critical to the development of an effective biodiversity conservation regime in the Seychelles. Any follow up to the programme under review must be intimately linked with the Biodiversity Authority and must support its effective implementation. Specific actions in any follow up to this programme could be used to "jump start" the Authority.

14. As noted, a key element of the proposed Biodiversity Authority is for it to be established as a parastatal organisation. Experience with these organisations in Eastern and Southern Africa, as well as elsewhere, indicates that such agencies have the potential to deliver more effective and focused conservation action. Elements of success of such agencies include: good leadership; autonomy in decision making; focused objectives; effective management structure; a reasonable level of financial and administrative autonomy, including the ability to generate and retain income; and high staff motivation.

### **Linkages and coordination**

15. There are a number of ways in which cooperation and linkages could be improved to enhance the management of protected areas in the Seychelles. These include linkages between: (a) marine and terrestrial protected areas; (b) "normal" protected areas and world heritage sites; (c) different government agencies; and (d) government and non government agencies. The establishment of the Biodiversity Authority should be used as a catalyst for enhancing these linkages, with the objective of contributing towards more effective biodiversity conservation in the Seychelles. As a general observation, the review team feels that there is much potential value in establishing mechanisms for the exchange of information and experience between CNP and other relevant agencies and countries which share common management problems and issues. For example, agencies in Eastern Africa (such as the Kenya Wildlife Service and TANAPA) and Australia (such as the Great Barrier Reef Marine Park Authority). These linkages should be further explored in follow up to this programme.

## **Clarification of roles of different protected area agencies.**

16. The review team notes that there are a number of agencies which are currently involved in protected area management. These include: the Section of Conservation and National Parks, the Seychelles Island Foundation (responsible for managing the 2 World Heritage sites in the Seychelles - Aldabra and Valle de Maie); Birdlife International; Royal Society for Nature Conservation; and the Forestry Division within the Environment Department. This is potentially confusing and the review team recommends that all protected area responsibilities within the Seychelles be brought under the control of the Biodiversity Authority. The review team further notes that this will not happen overnight and that there is a need for a staged programme for the implementation of this objective. This staged programme should include an initial phase which encourages greater cooperation and coordination, for example in relation to the exchange of staff between the Aldabra World Heritage Area and Ste Anne Marine National Park.

## **Capacity building**

17. The key constraint to the implementation of biodiversity strategies in the Seychelles is effective capacity to implement management proposals. Given problems that have existed with this particular programme, these issues must be addressed in the future, through the establishment of a strong and effective agency (which should be achieved through the establishment of the Biodiversity Authority), coupled with a reliable and secure funding base. Donor funding should be secured for follow up to this programme as the review team is not convinced that resources available to the Biodiversity Authority, at least in the short term, will be sufficient to enable it to effectively implement recommendations arising from the programme. The procurement of equipment listed for EU support must be also followed up to assist in implementation of management plans.

## **The role of information and research**

18. The review team was interested to note the large amount of environmental research undertaken on the Seychelles. However, the team was disturbed to note that virtually none of this research was being applied to the management of protected areas. The lack of monitoring activities, other than the databases developed under this programme, was also noted. It is thus recommended that more systematic policies and procedures be established to ensure that environmental research activities that are undertaken on the Seychelles are directed to specific management problems and that information is made available to those that manage protected areas in a useable format. The development of an appropriate research permit scheme may address these concerns

## RECOMMENDATIONS FOR FOLLOW UP

19. Follow up and links to the Biodiversity Authority: The review team, noting the high level of achievement of the first phase, are convinced that strong and effective follow up is essential. This should support the establishment of the Biodiversity Authority and also follow through on specific achievements of the programme. Important elements of this follow up are to ensure that the initiatives commenced under the current programme, such as the development of databases and management plans, are effectively implemented, rather than ending up gathering dust on the shelves of the Biodiversity Authority.

**Recommendation #1 That the programme be followed up as quickly as possible and that a detailed project proposal be prepared by IUCN/EARO and the Seychelles Government and submitted to the European Union by no later than January 31, 1996.**

**Recommendation #2 That the follow up proposal be closely linked to support for implementation of the Biodiversity Authority.**

**Recommendation #3 That the Government of Seychelles immediately create the Biodiversity Authority and ensure that it is characterised by a high level of professionalism and performance.**

**Recommendation #4 That the enabling legislation for the Biodiversity Authority be subject to periodic review, to ensure that it is most effective in meeting the biodiversity conservation needs of the Seychelles. Legislation establishing successful Parastatals in the Region e.g. KWS, TANAPA should be examined for further guidance.**

**Recommendation #5 That a search process for the Managing Director of the Biodiversity Authority be initiated and that the successful applicant have a high level of technical expertise and managerial ability. Ideally this person should also be a Seychellois with entrepreneurial ability.**

**Recommendation #6 That, in the long term, all protected area responsibilities in the Seychelles be bought under the control of the Biodiversity Authority. In the short term, emphasis should be placed on increasing the level of cooperation and communication between different protected area agencies, particularly the Biodiversity Authority and the Seychelles Islands foundation.**

20. Content of the follow up proposal: The review team noted the report prepared between CNP and IUCN/EARO staff which suggested the specific parameters of follow up and this report is attached as Annex F. The key recommendations of this report are: appointment of a number of additional technical advisors; immediate commencement of the Biodiversity Authority; and implementation of management plans for Silhouette Marine Park, Morne Seychellois, and Praslin Marine Park. In

general the review team supports the recommendations of this report and would particularly emphasise the following:

**Recommendation #7** That the content of the follow up proposal broadly follow the outline indicated in the CNP and IUCN/EARO report.

**Recommendation #8** That emphasis be placed in the follow up on consolidating the gains and achievements of the first phase rather than trying to implement too many new activities. The follow up phase should cover the implementation of existing management plans as well as the preparation of new management plans. The further development of the Seychelles Biodiversity Strategy should also be included as an element of the follow up proposal.

21. Mechanisms for implementation: The review team consider that a follow up to this programme should be implemented jointly by the Government of Seychelles and IUCN and that a Memorandum of Understanding is the best framework to guide this cooperation.

**Recommendation #9** That follow up to this programme be undertaken as a joint exercise between IUCN and the Government of Seychelles and that this be developed under the framework of a Memorandum of Understanding (MOU).

**Recommendation #10** That the MOU be based on realistic expectations, particularly in relation to what key partners can and cannot deliver.

**Recommendation #11** That staff from the Biodiversity Authority be actively involved in the implementation of any follow up proposal, at a level substantially higher than the involvement of the CNP in the initial programme.

22. Linkages and Coordination: There are many benefits from establishing closer cooperation with relevant agencies and countries which share common management problems and issues. For example, liaison with on going marine conservation programmes in the region will open up a lot of opportunities for the Seychelles Biodiversity Authority at relatively low costs, as well as providing assistance within easy reach. The review team noted and fully endorsed the proposal for a visit to the Seychelles by the Chief Executive Officers of three East African parastatal conservation agencies. Such a visit could serve to highlight experience in the management of such agencies as well as highlighting the need for a strong and independent Biodiversity Authority in the Seychelles. The review team also noted that the Biodiversity Authority is shortly to move to new premises on the Ste Anne Marine National Park and considers there is high potential for the use of these impressive facilities as a regional centre of excellence for marine conservation.

**Recommendation #12 That the Seychelles Biodiversity Authority, with the assistance of IUCN, establish close links with Eastern African marine parks and related institutions (such as the Kenya Wildlife Service, TANAPA, KMFRI, IMS) as well as with relevant marine authorities in other countries (such as the Great Barrier Reef Marine Park Authority from Australia).**

**Recommendation #13 That such linkages be formalised into specific exchange programmes which could include: visits by Seychellois marine park managers to East African marine parks and vice versa; regular exchange of technical and other information; and the development of regional approaches and guidelines to address marine park issues.**

**Recommendation #14 That a focused trip by CEO's of conservation parastatals in East Africa (Natal Parks Board, KWS, TANAPA) be implemented in the first quarter of 1996 to advise on the establishment and management of parastatal agencies as well as assisting implementation of the Biodiversity Authority.**

**Recommendation #15 That the development of a regional centre of excellence for marine conservation on the Ste Anne Marine National Park, in association with the new offices of the Biodiversity Authority, be investigated.**

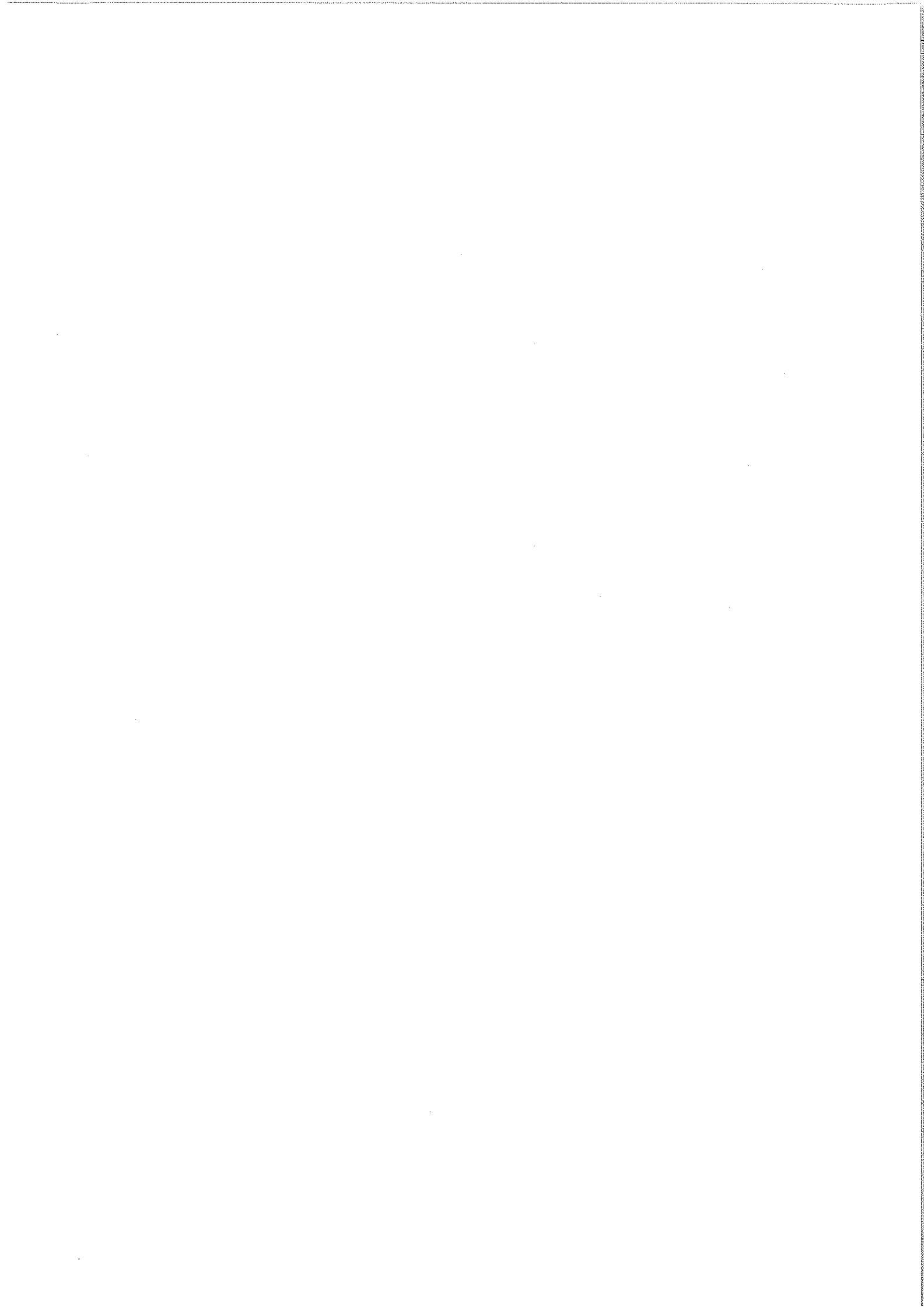
## CONCLUSION

23. This programme has been successful and has met all of the identified objectives. It is critical that there be prompt and effective follow up and that this be linked with providing support for the new Biodiversity Authority. Any follow up must have a strong level of commitment from the Seychelles host agency, at least at a level greater than that demonstrated by the CNP in the programme under review.



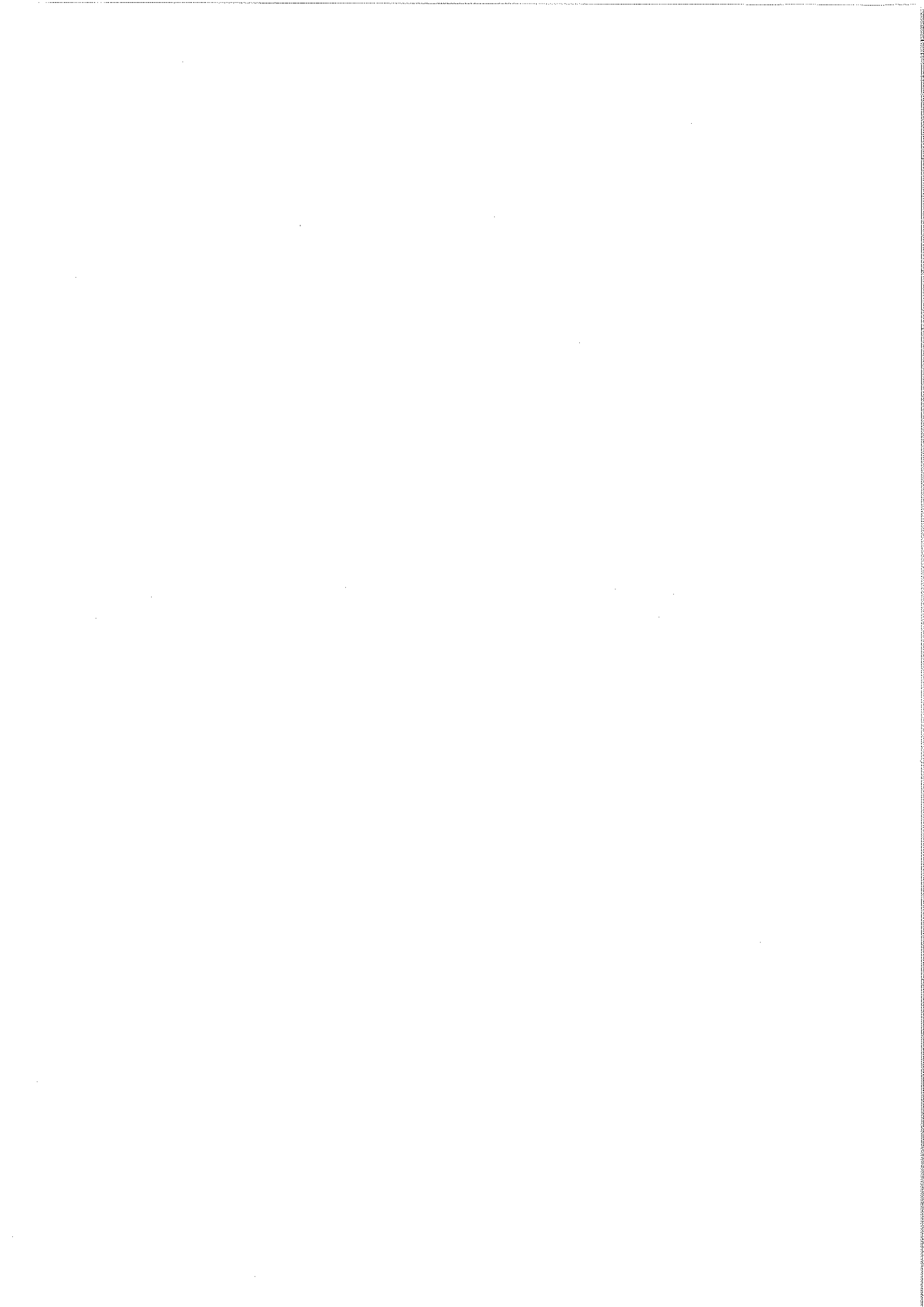
## **ANNEXES**

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**ANNEX A**

**TERMS OF REFERENCE: EVALUATION MISSION**



**Annex I**

**EVALUATION MISSION  
of  
SEYCHELLES BIODIVERSITY CONSERVATION  
AND NATIONAL PARKS PROGRAMME  
EMPS Project 7 ACP SEY 002**

*TERMS OF REFERENCE*

13th - 18th December, 1995

Background:

The Ministry of Foreign Affairs, Planning and Environment (MFAPE) and the IUCN Eastern Africa Regional Office (EARO) agreed to embark on a programme of technical cooperation in support of the implementation of the Environmental Management Plan for the Seychelles (EMPS). As a first step in this process, IUCN was requested to provide technical inputs for the implementation of the *Seychelles Biodiversity Conservation and National Parks Programme*. This Programme, which is designed to fulfil EMPS Projects: G5, G9 and G10, is funded by the European Union (EU) through a grant from the European Development Fund.

The goal of the Biodiversity Conservation and National Parks Programme is to contribute to the conservation of Seychelles biodiversity through comprehensive management of marine protected areas.

The initial aims established for the Biodiversity Conservation and National Parks Programme were to:

- Review and update the Seychelles Conservation Strategy
- Develop management plans for national parks and nature reserves
- Identify staffing, training, equipment and budget needs for the proper implementation of the strategy and management plans
- Strengthen existing institutional infrastructure
- Establish research, monitoring and management programmes and a database for endangered and endemic wildlife as well as exotic species
- Review the appropriateness of national parks and reserves and identify other species and habitats needing protection
- Demarcate boundaries of all marine national park boundaries to facilitate surveillance and enforcement

- Provide mooring buoys in marine parks to prevent anchor damage to corals
- Establish an underwater scuba trail in the Ste Anne Marine Park to enhance visitor appreciation.

Following discussions between MFAPE and IUCN EARO, it was agreed that IUCN's technical assistance to the Conservation and National Parks Section (CNP) of the ministry would have a greater impact if it concentrated on building the *institutional capacity* of CNP staff to plan and manage existing protected areas effectively, rather than addressing the full range of proposed activities. This in turn would enable CNP to address the full range of the initially proposed activities with a phased reduction in dependence upon external technical inputs.

However, budget cuts and a freeze on recruitment meant that CNP did not have the anticipated staff available for this purpose. As a compromise, it was agreed that IUCN would recruit a Technical Advisor locally for a year to work with CNP on the fulfilment of the tasks, as amended (see below). The Technical Advisor has been backed up by the EARO Technical Programmes, as well as a short-term consultants.

The objectives of this collaborative activity were:

- To review and revise the Seychelles Conservation Strategy.
- To initiate development of a pilot resource management database to facilitate the storage and retrieval of information required for Marine National Park (MNP) management.
- To prepare management plans for the following MNPs under CNP management:
  - Ste Anne Marine National Park
  - Port Launay Marine National Park
  - Baie Ternay Marine National Park
  - La Digue Veuve Reserve
  - Curieuse Marine National Park (review of management plan and complementary proposals if appropriate).
- To introduce methods used for implementation of Seychelles Conservation Strategies and park management plans to CNP staff, and to assess their additional training needs.
- To establish an underwater scuba trail in the Ste Anne Marine Park to enhance visitor appreciation.

**Overall Objectives of the Evaluation Mission:**

The principal task of the Evaluation Mission will be to carry out a detailed assessment of the Programme objectives, activities and operations, and based on the review of these to recommend future priorities for the programme.

**Specific Objectives:**

- Review the guiding philosophy of the Programme and assess the effectiveness and progress of the Programme structure and organisation in planning, coordinating and executing Programme activities. In Particular:
  - Review the institutional arrangements and the linkages between the various components and activities of the programme with the host Government Department. Review and assess the Memorandum of Understanding (MOU) Concerning Project Implementation between Conservation and National Parks, Department of Environment and IUCN Eastern Africa Regional Office and assess how each partner has satisfied the conditions of the MOU. Recommend improvements for future project phases.  
  
Assess the performance of IUCN and the Department of Environment and their present and future roles in the Programme, and indicate how their roles can be strengthened.
- Outline briefly the main activities of the programme since its inception. Has the performance of the Programme been in accordance with the proposal? Identify any major deviations from the proposal.
- Evaluate the effectiveness of the Programme's activities during this one year phase in achieving long term objectives as detailed in the Programme proposal document.
- Assess the relevance and feasibility of the short and long term objectives of the Programme.
- Assess the strategies that have been developed by the Programme to strengthen the institutional capacity of the Conservation and National Parks (CNP) Section of the Division of Environment.
- Based on the review and assessment of the above and in light of the overall Programme objectives and philosophy, recommend specific priority actions for follow-up, including mechanisms for their implementation and the role for IUCN in support of this process.

**Evaluation Team:**

The evaluation Mission team will consist of the following:

- Marine Parks Planner
- Protected Areas Expert

Throughout the mission the Team should adopt a participatory approach, and consult widely with all interested parties including the community. All senior government staff and technical advisor should have the opportunity to present their views in confidence to the Team.

**Evaluation Mission Report:**

The Team will produce a Final Report of its findings by the 18 December and distribute it to the IUCN Technical Advisor in Seychelles and the IUCN-EARO Regional Marine and Coastal Coordinator in time for a debriefing meeting in Nairobi on 18 December. The Evaluation Team Final Report should also be submitted to:

Regional Representative  
IUCN Eastern Africa Regional Office  
P.O Box 68200  
Nairobi  
Kenya

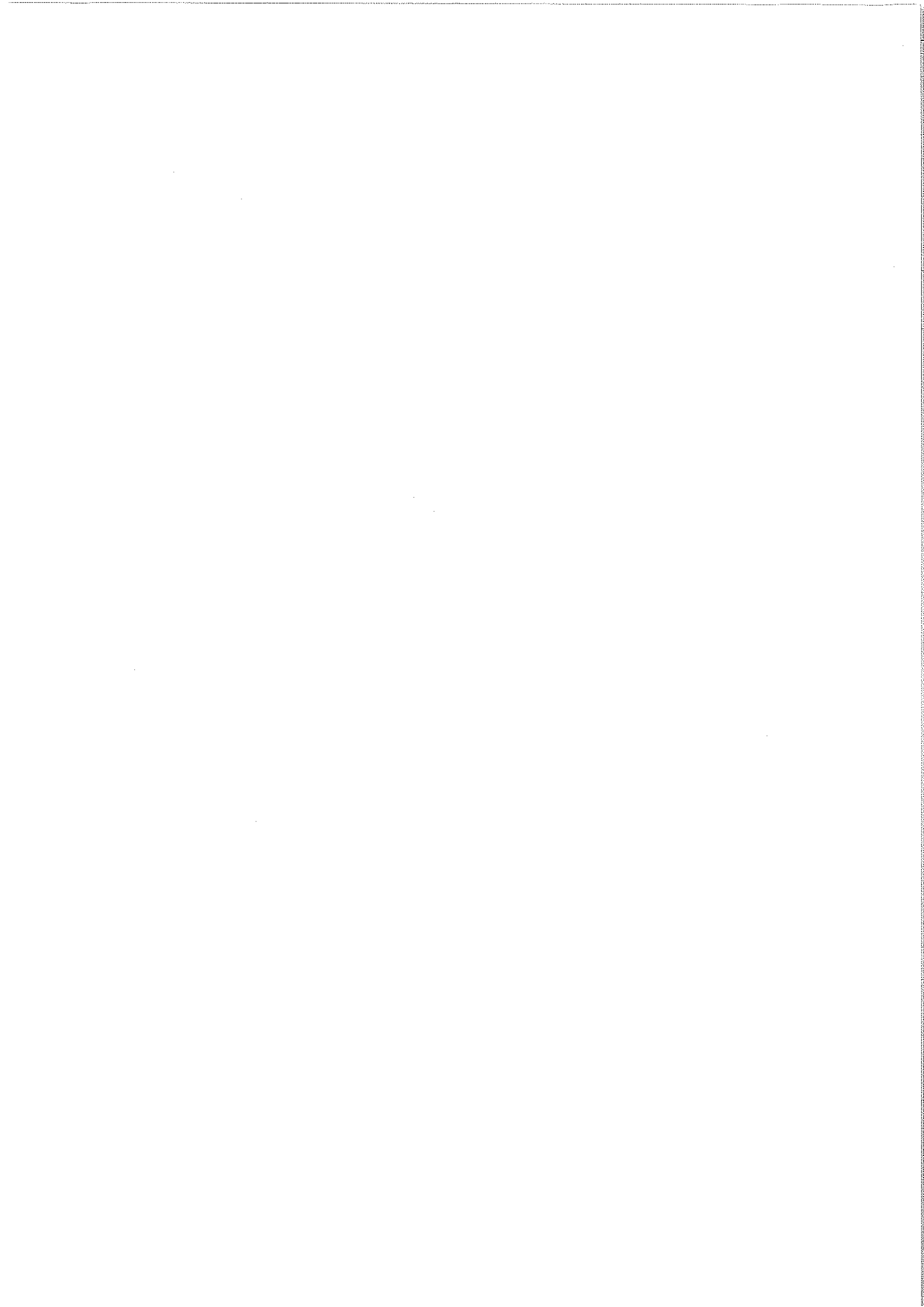
**Itinerary:**

The Team will gather in Nairobi on Tuesday 12 December, 1995, for a briefing at the IUCN Eastern Africa Regional Office (EARO), with the Regional Marine and Coastal Coordinator, and other relevant EARO staff. The Evaluation Team will then depart for Seychelles on Wednesday, 13 December ready for the start of the Mission. The Evaluation Mission will be for a duration of three working days. The three additional days in Seychelles will be used for writing up and finalising the report on the Evaluation Mission and also for elaborating on recommendations for the future of the programme. The Team will depart from Seychelles on Monday 18 December, 1995.



**ANNEX B**

**LIST OF PERSONS CONSULTED**



## **ANNEX B - LIST OF PERSONS CONSULTED**

1. Dr. Nirmal Jivan Shah - Technical Advisor, Biodiversity Conservation and National Parks Programme.

### **Department of Environment (DoE) Division of Conservation and National Parks (CNP)**

2. Mr. Georges Troian - Director General, Dept. of Environment
3. Mr. de Backer - Technical Advisor to the Director General DoE
4. Mr. J. Collie - Acting Director, CNP
5. Mr. Beven Vidot - Parks Officer, CNP
6. Mr. Roland Seruina - Ranger Gd.1, St. Anne Marine Park

### **Ministry of Foreign Affairs, Planning and Environment HQ.**

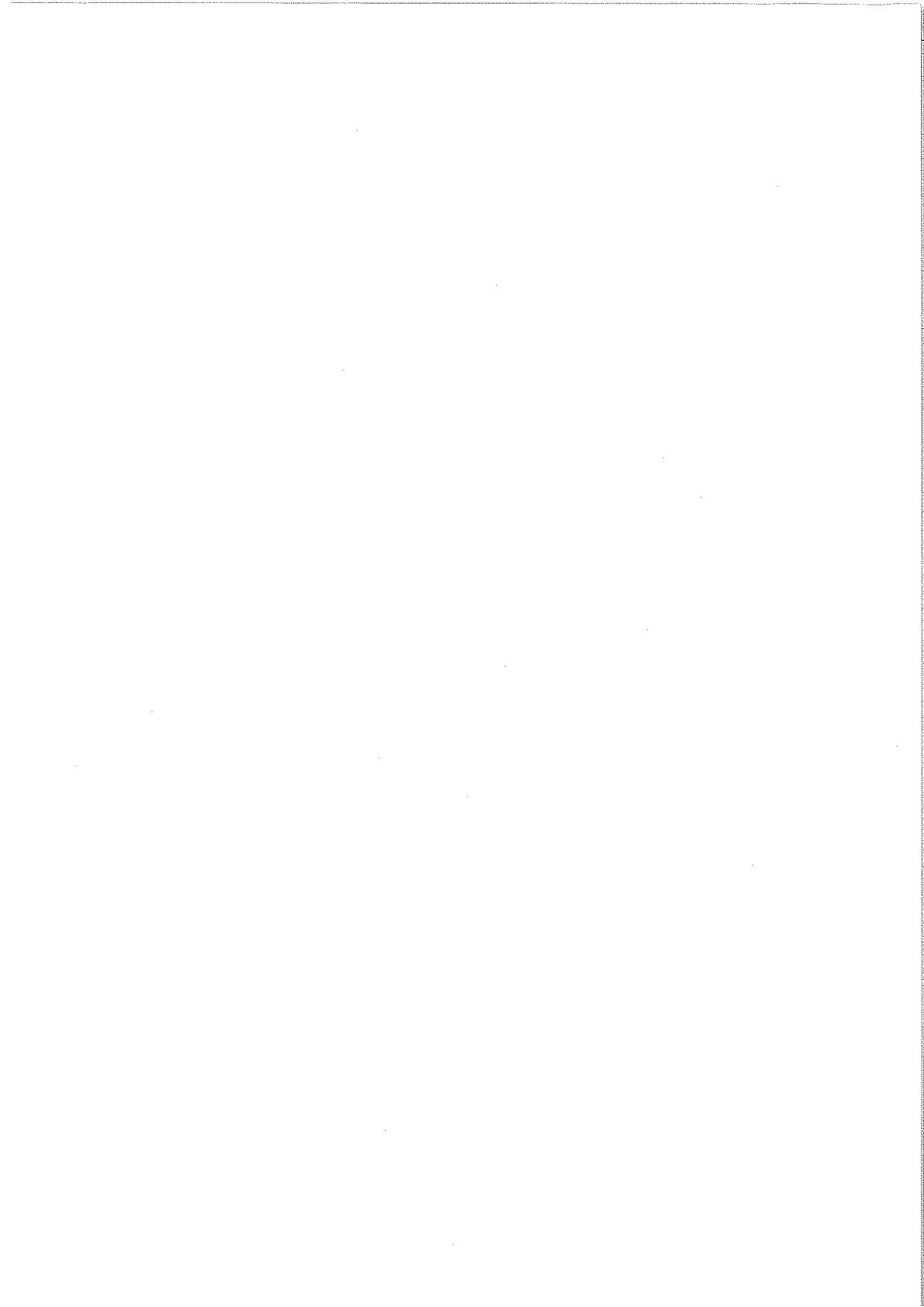
7. Mdme. J. d'Offay - Principal Secretary, EU National Authorising Officer
8. Ms. Maryse Roberts - Director of Bilateral Affairs

### **Ministry of Community Development**

9. Ms. Belinda Micoock - Director of Planning

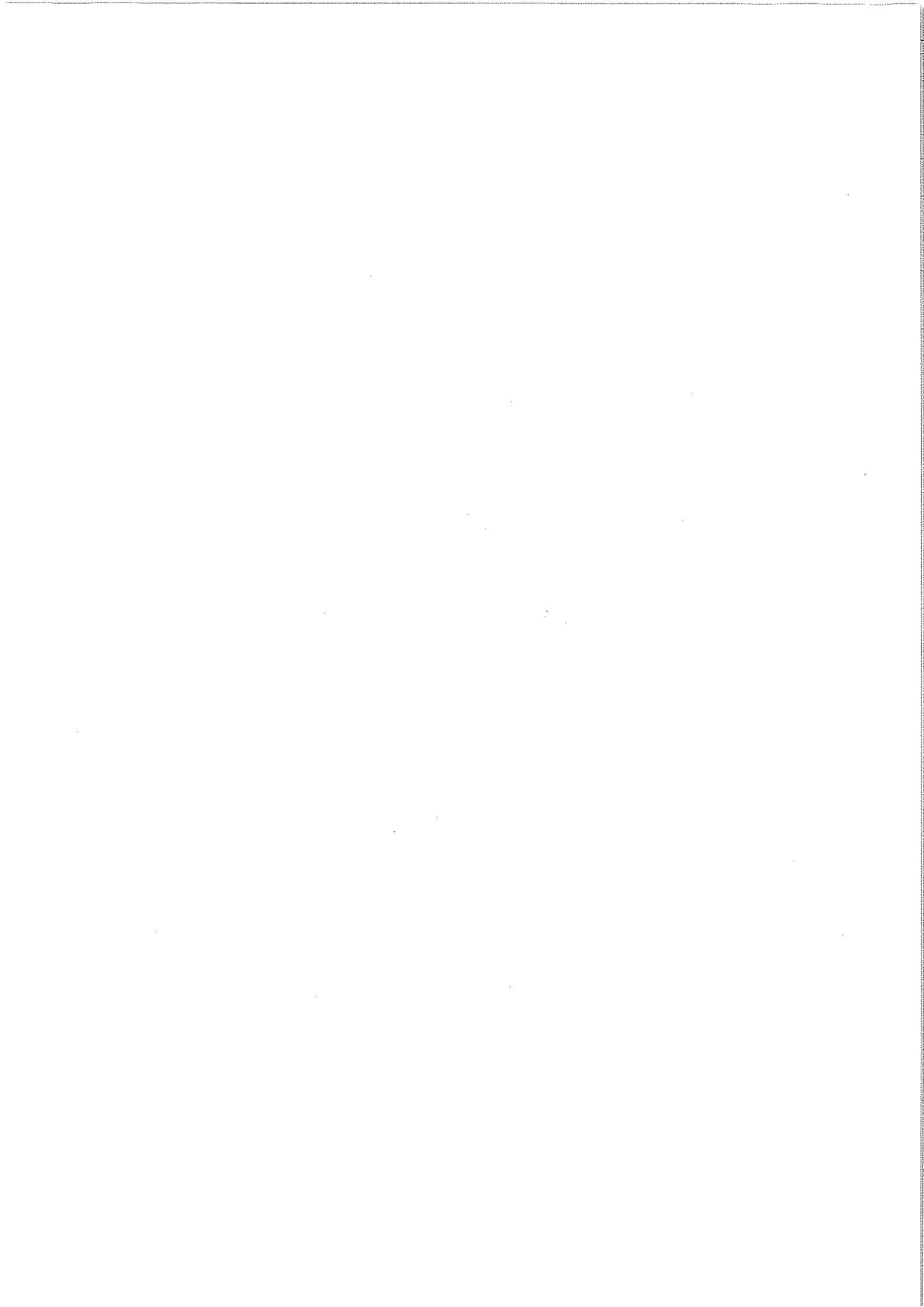
### **Seychelles Island Foundation**

10. David Augieri - Aldabra Research officer
11. Susan Pearce - Aldabra Research Officer.



**ANNEX C**

**BIODIVERSITY CONSERVATION AND NATIONAL PARKS  
PROGRAMME - PROPOSAL FOR IUCN ASSISTANCE**



REPUBLIC OF THE SEYCHELLES

BIODIVERSITY CONSERVATION  
AND  
NATIONAL PARKS PROGRAMME

*PROPOSAL FOR IUCN TECHNICAL ASSISTANCE*

JULY 1994

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Prepared by:

IUCN - The World Conservation Union  
Eastern Africa Regional Office  
P.O. Box 68200  
Nairobi, Kenya





## PROJECT SUMMARY

1. Project Title: Seychelles Biodiversity Conservation & National Parks Programme: Provision of Technical Assistance.
  
2. Government Executing Agency: Conservation & National Parks Section  
Division of Environment  
Ministry of Foreign Affairs, Planning and Environment  
P.O. Box 656  
Mont Fleuri  
Mahé  
Republic of Seychelles
  
3. Technical-Cooperating Agency: IUCN - The World Conservation Union  
Eastern Africa Regional Office  
P.O. Box 68200  
Nairobi  
Kenya  
  
Telephone: (254) 2 890605-12  
Telex : 25190 IUCN E A  
Telefax : (254) 2 890615
  
4. Date of Submission: July 1994  
Amendments incorporated October 1994
  
5. Project Period: 1 year, commencing 1 September 1994
  
6. Funds Requested: ECU 125,250

Version: July 1994, Ammended 26 October, 1994



# BIODIVERSITY CONSERVATION AND NATIONAL PARKS PROGRAMME

## 1. Introduction

The Ministry of Foreign Affairs, Planning and Environment (MFAPE) and the IUCN Eastern Africa Regional Office (EARO) have agreed to embark on a programme of technical cooperation in support of the implementation of the Environmental Management Plan for the Seychelles (EMPS). As a first step in this process, IUCN has been requested to provide technical inputs in the implementation of the Seychelles *Biodiversity Conservation and National Parks Programme*. This Programme, which is designed to fulfil EMPS Projects: G5, G9 and G10, will be funded by the European Union (EU) through a grant from the European Development Fund.

The goal of the Biodiversity Conservation and National Parks Programme is to contribute to the conservation of Seychelles biodiversity through comprehensive management of marine protected areas. This document details the technical assistance provided to achieve this goal, together with the associated activities and required managerial and financial support.

## 2. Background and scope of activities

The initial aims established for the Biodiversity Conservation and National Parks Programme were to:

- Review and update the Seychelles Conservation Strategy
- Develop management plans for national parks and nature reserves
- Identify staffing, training, equipment and budget needs for the proper implementation of the strategy and management plans
- Strengthen existing institutional infrastructure
- Establish research, monitoring and management programmes and a database for endangered and endemic wildlife as well as exotic species
- Review the appropriateness of national parks and reserves and identify other species and habitats needing protection
- Demarcate boundaries of all marine national park boundaries to facilitate surveillance and enforcement
- Provide mooring buoys in marine parks to prevent anchor damage to corals
- Establish an underwater scuba trail in the Ste Anne Marine Park to enhance visitor appreciation.

Following discussions between MFAPE and IUCN EARO, it was agreed that IUCN's technical assistance to the Conservation and National Parks Section (CNP) of the ministry would have a greater impact if it concentrated on building the *institutional capacity* of CNP staff to plan and manage existing protected areas effectively, rather than addressing the full range of proposed activities. This in turn would enable CNP to address the full range of the initially proposed activities with a phased reduction in dependence upon external technical inputs.

However, budget cuts and a freeze on recruitment mean that CNP does not have the anticipated staff available for this purpose. As a compromise, it has been agreed that IUCN would recruit a Technical Advisor locally for a year to work with CNP on the fulfilment of the tasks, as amended (see below). The Technical Advisor will be backed up by the EARO Technical Programmes, as well as a short-term consultant to advise on underwater trails.

### 3. Objectives

The general objective of the Biodiversity and National Parks Programme is to contribute to the conservation of the Seychelles biodiversity through comprehensive management of protected areas.

The specific objectives for the Biodiversity Conservation and National Parks Programme are to:

- Review and revise the National Conservation Strategy.
- Initiate development of a pilot resource management database to facilitate the storage and retrieval of information required for Marine National Park (MNP) management.
- Prepare management plans for the following MNPs under CNP management:
  - ✓ ✕ Ste Anne Marine National Park
  - Port Launay Marine National Park
  - Baie Ternay Marine National Park
  - La Digue Veuve Reserve
  - ✕ Curieuse Marine National Park (review of management plan and complementary proposals if appropriate).
- Establish an underwater scuba trail in the Ste. Anne Marine Park to enhance visitor appreciation.
- Introduce methods used for implementation of National Conservation Strategies and park management plans to CNP staff, and to assess their additional training needs.

### 4. Activities

The activities described below aim to fulfil the above objectives.

IUCN will provide TA to the Conservation and National Parks (CNP) of the Ministry for institutional capacity building of CNP staff to plan and manage existing protected areas effectively. This will enable CNP to address the full range of the above mentioned objectives with a phased reduction in dependence on external inputs.

To assist CNP, IUCN will recruit a Technical Advisor locally on a one year contract to work fulltime with CNP to implement these activities. This Technical Advisor will be backed up by the EARO Technical Programme as well as a short term consultant on underwater trails. The successful candidate will be expected to bring to the post at least five years direct experience in environmental conservation in the Seychelles.

Terms of Reference for the Technical Advisor post are provided in Annex 1 to this proposal.

#### 4.1 Review and Revision of the National Conservation Strategy

The Technical Advisor will review the National Conservation Strategy for Seychelles in collaboration with CNP, other concerned authorities, and IUCN EARO, and recommend any revisions necessary to update the document.

#### 4.2 Pilot Resource Management Database

An important aspect of management planning is the identification of problems that the management plan aims to resolve, and gathering the necessary data to enable effective solutions to be developed. As part of the process to develop the MNP management plans, the Technical Advisor will review management data requirements in similar situations elsewhere. Using this information, the data sets required for formulation of the MNPs will be identified. Information requirements are likely to include: indicators of biological diversity (coral, seagrass & mangrove species diversity, presence & relative abundance of threatened or rare species); ecological characteristics (geology & geomorphology, reef types & condition, wave energy, drainage patterns, currents); and other management factors such as human uses and abuses (recreation, resources harvest, illegal fishing activities, encroachment, siltation).

After the data sets have been identified, a literature review will be undertaken to locate existing sources of resource information, and extract relevant data. Based on this initial assessment, gaps in the available information will be identified. The Technical Advisor will be responsible for designing and implementing surveys to provide essential resource, use and threats information required for management planning, as a first step in meeting these requirements. It is proposed that where possible the park staff assist with data collection.

The resulting information, gleaned from both literature and field studies, will also contribute to the essential base-line data for future monitoring of environmental trends and human impacts.

Utilising the data gathered as part of the management planning exercise, a simple pilot data storage and retrieval system will be initiated. The Technical Advisor will advise the CNP on appropriate data handling methods for the database including (but not restricted to) the use of computer systems. The Technical Advisor will train a member of CNP in the use of the database. This pilot database would provide the basis for future development of a national biodiversity and resource management database, that in turn would support development of a Seychelles Biodiversity Conservation Systems Plan.

### 4.3 MNP Management Plans

Together with CNP, and the technical backup of IUCN EARO where practical and necessary, the Technical Advisor will undertake the surveys, interviews and meetings required to formulate management plans for the following agreed list of MNPs:

- Ste Anne Marine National Park
- Port Launay Marine National Park
- Baie Ternay Marine National Park
- La Digue Veuve Reserve.

In addition, the Technical Advisor will review the management prescriptions for Curieuse MNP and recommend complementary actions, if appropriate.

IUCN will provide technical assistance for the development of an underwater trail. IUCN will recruit a specialist in underwater trails for a fifteen day period. The specialist will contribute to the development of the management plan for Ste Anne MNP (or other if so decided during the course of these activities) to ensure that the design of the trail complements the other development activities proposed within the plan, will initiate setting up the trail, and will train CNP staff in the installation procedures required.

### 4.4 Capacity Building

Two workshops, one designed to introduce CNP staff to appropriate methods used to implement National Conservation Strategies, and the other on implementation of MNP management plans, will be held during the course of the year. The Technical Advisor will be responsible for organizing and facilitating these workshops, backed up by technical inputs from IUCN EARO and/or HQ. The workshop should be attended by both CNP HQ and park-based staff likely to be instrumental in the implementation of these activities.

The Technical Advisor will be responsible for identifying additional training needs for national staff of CNP. Preliminary areas already identified include: the use of facilitated workshops designed to build consensus amongst park managers and other interested parties (e.g., tour and restaurant operators, fishermen), management zoning, environmental impact analysis, and the application of databases to park planning.

### 4.5 Evaluation Mission

An Evaluation Mission will be conducted in the eleventh month to review achievements and to provide advice on the future direction (e.g., the need and options for a Phase II). The Evaluation Mission will include representatives of the CNP, the Department of the Environment (MFAPE), IUCN EARO, and/or IUCN Commission on National Parks and Protected Areas. Terms of Reference will be drawn up for the Mission by the CNP and IUCN and submitted to the Delegation of the EU in Mauritius for examination and approval prior to the mission, to ensure that they are in line with the Logical Framework/Integrated

Approach. The Mission will be expected to review the success of the project in achieving the expected outputs (described in section 5).

## 5. Outputs

The anticipated outputs of the project are:

### 5.1 National Conservation Strategy

- ✓ ■ Revised and updated version of the National Conservation Strategy or list of proposed amendments, as appropriate.

### X 5.2 Pilot Database

- X ■ Initiation of a pilot park management and biodiversity database system.
- X ■ Operating databases for each MNP for which management plans were completed.

### 5.3 Park Management Plans

- Completed management plans for:
  - ✓ □ Ste Anne MNP
  - Port Launay MNP
  - Baie Ternay MNP
  - La Digue Veuve Reserve
  - Curieuse MNP (complementary to existing management plan if required)
  - Underwater trail in one of the above MNPs

### 5.4 Capacity Building

- Enhanced level of CNP staff expertise in methods for implementation of National Conservation Strategy activities.
- Enhanced level of CNP national staff expertise in the preparation and implementation of park management plans.
- Enhanced level of CNP national staff expertise in the design and application of resource databases to protected area planning and management.

• *Revision strategy for M/Plans? i.e. Regularity?*

## 6. Administration and Responsibilities

### 6.1 IUCN EARO

IUCN EARO will have full responsibility for financial and technical management and implementation of the activities described in this document. The activities

will be implemented by a fulltime Technical Advisor recruited by IUCN with back-up from EARO technical and management staff.

IUCN EARO will also be responsible for contracting any necessary short-term consultants.

## 6.2 Seychelles Government

The Ministry of Foreign Affairs, Planning and Environment, through CNP, will provide a private, fully furnished and equipped, air-conditioned office with telephone and (or access to) telefax and copier facilities, and necessary transport (whenever available) for the Technical Advisor. The Ministry will also supply transport for visiting consultants, and any field assistance as required. In addition, the Ministry will ensure timely provision of the following equipment to be purchased under the framework of EU support for the Biodiversity Conservation & National-Parks Programme:

- 1 saloon vehicle
- 1 6m Fibreglass Dory
- 2 40 hp outboard engines
- Drawing and office equipment
- 2 Desk-top computer with relevant software (WP51, DBase IV/FoxPro)

Additional priorities for EU infrastructure support may be identified during the course of activities.

CNP will ensure the support and cooperation of park staff to facilitate access of the Technical Advisor and consultants to all parts of the MNPs. In addition, CNP will make available such members of staff identified by the Technical Advisor, within the constraints of their other duties, for training, survey and general assistance purposes.

## 6.3 Technical Advisor

The Technical Advisor will be responsible for implementation of the tasks outlined in Annex 1.



7. Work Plan

Activity	Month											
	1	2	3	4	5	6	7	8	9	10	11	12
<b>National Conservation Strategy Review</b>												
Review, consultations	X	X										
Revision		X										
Implementation workshop			X									
<b>Pilot Resource Management Database</b>												
Define data sets	X											
Set up database		X										
Literature review			X									
<b>Ste Anne MNP Management Plan</b>												
Use/resource/threats surveys			X	X	X	X						
Underwater trail					X							
Plan formulation				draft	X	fin	X					
Public workshop & plan revision					X							
<b>Port Launay MNP Management Plan</b>												
Use/resource/threats surveys							X	X				
Plan formulation							draft/fin	X				
Public workshop & plan revision							X					
<b>Baie Ternay MNP Management Plan</b>												
Use/resource surveys							X	X	X			
Plan formulation							draft	X	fin	X		
Public workshop & plan revision								X				
<b>La Digue Veuve Reserve Management Plan</b>												
Use/resource survey									X			
Plan formulation							draft	X	fin	X		
Public workshop & plan revision										X		
<b>Curieuse MNP Management Plan Review (only if deemed necessary by CNP)</b>												
Plan review										X		
Public workshop & plan revision										X		
MNP Management Plan Implementation Workshop											X	
Project Evaluation											X	
Completion of Tasks & Final Reports												X

8. Technical Assistance Budget

<u>B.L.</u>	<u>Description</u>	<u>ECU</u>
1.	<u>Technical Advisor</u> (11 months @ ECU 4,688/mo.)	51,568
2.	<u>Underwater trails specialist</u> (15 days @ ECU 1157/day)	17,355
3.	<u>IUCN Regional Office &amp; HQ Technical Services</u> (60 days @ ECU 938.8/day)	56,327
	<u>Grand-Total</u>	<u>125,250</u>

## ANNEX 1. SEYCHELLES BIODIVERSITY CONSERVATION AND NATIONAL PARKS PROGRAMME

### Terms of Reference, Technical Advisor

The Technical Advisor (TA) will work closely with the Conservation and National Parks Section (CNP) in implementation of the following activities:

#### 1. Technical Tasks

1.1 **National conservation strategy review:** Drawing on IUCN experience in this area, and in full collaboration with CNP, and all other concerned authorities, the TA will review the existing National Conservation Strategy for Seychelles, and will propose necessary revisions.

1.2 **Pilot resource management database:** The TA will design and initiate an appropriate resource management database to store and apply information collected in the MNP planning exercise, in particular s/he will:

- identify information required for the formulation of MNP management plans; and design a computerised database storage and retrieval system
- conduct a literature review to compile existing resource information
- design and implement surveys to provide the necessary information for park planning
- enter data collected into the database
- retrieve and apply information generated to the formulation of park management plans
- identify data gaps as a contribution to the research and monitoring component of the management plans
- train a CNP national staff member in the application of the database.

1.3 **Management plan formulation:** The TA will work with available CNP staff to undertake essential surveys, maintain regular communication with other authorities concerned with park use and management (e.g., fisheries, tourism, police), conduct public and technical planning workshops, and draft MNP management plans. Annexes 2 and 3 outline the management planning process and model management plan contents that should serve as a guide for this activity. During the course of management planning, the TA will emphasize building the planning skills of CNP staff, within the constraints of their existing duties, and developing a standardised planning process (Annex 2). Guided by the format provided in Annex 3, the TA will complete management plans for the following sites:

- Ste Anne MNP
- Port Launay MNP
- Baie Ternay MNP
- La Digue Veuve Reserve
- Curieuse Island MNP (review of existing management plan and recommendation of revisions as may be appropriate).

In addition, the TA will work with a specialist consultant recruited by EARO to assist CNP develop an underwater trail as part of the implementation of the Ste Anne MNP Management Plan (or other if so decided). IUCN EARO will assist the TA by locating the consultant. However, the TA will liaise directly with the consultant to determine materials required for the trail, and will assist CNP obtain these and equipment needed for their installation. The TA will ensure that all equipment and materials are in place prior to the arrival of the consultant. The consultant will be responsible for identifying the route of the underwater trail, training CNP rangers in design and materials for trail signs and markers, and in their installation.

- 1.4 **Training of CNP staff:** The TA will organize & facilitate two workshops for CNP staff: one to introduce methods used elsewhere for implementing National Conservation Strategies, and the other on implementation of park management plans. The TA also will identify additional specialist training needs for CNP staff. Provisional areas already identified include: appropriate planning methods, management zoning techniques, and environmental impact assessment of development activities.

## 2. Managerial Tasks

To facilitate the smooth implementation of activities and ensure that strong coordination is maintained with CNP, IUCN EARO, and the European Union, the TA will undertake the following management tasks:

- 2.1 Develop a work programme for the implementation of project activities.
- 2.2 Prepare & submit monthly accounting and reports for any project funds received.
- 2.3 Prepare & submit quarterly progress reports. The reports should include routine evaluation of the success at meeting overall project objectives as established in the work plan.
- 2.4 Design a system for the maintenance and insurance of CNP and project resources including vehicles, project equipment and supplies, including a running inventory of equipment and materials provided for these activities.
- 2.5 Develop and maintain close and regular communications and working relationships with IUCN EARO, CNP staff and any other involved parties.
- 2.6 Prepare an end-of-project administrative report, and additional statements and reports that may be requested from time-to-time by IUCN EARO or CNP.

In addition to the above-mentioned advisory tasks, the TA will have specific managerial responsibility for support and management of IUCN short term consultants, including the definition of their terms of reference, and supervision of work programmes and travel schedules.

## ANNEX 2. PROPOSED MARINE NATIONAL PARK PLANNING PROCESS

### **PROBLEM IDENTIFICATION**

DEFINITION OF PARK PURPOSE (determined through consultation with CNP authorities & literature review)

- History of establishment
- Justification
- Goal

INVENTORY OF VALUES (determined through consultation with CNP authorities, direct field surveys & literature review)

- Survey of natural & scenic resources
- Survey of cultural resources
- Survey of human uses (water-based & beach/land-based)

IDENTIFICATION OF MANAGEMENT ISSUES (determined through consultation with CNP authorities & direct field surveys)

- Threats to resources
- Threats to uses
- Resources use conflicts
- Institutional/management deficiencies
- Legislative needs

ISSUE-ACTION ANALYSIS (best undertaken in workshop with all concerned parties)

- Identification and definition of issue specific objectives
- Identification and definition of issue specific actions
- Identification of resource management responsibilities
- Identification of cross-sectoral agreements and collaboration

### **MANAGEMENT PRESCRIPTIONS**

AGREEMENT ON MANAGEMENT POLICY (defined in consultation with CNP authorities & presented for discussion at public meeting)

- Legislative authority
- Scope of the plan: definition & agreement
- Re-evaluation and discussion of park goal
- Definition & discussion of management objectives (natural resources, cultural resources, human uses, information & interpretation, capacity building)
- Definition, justification & discussion of zones and boundaries
- Administration and plan implementation

DEFINITION & PRESENTATION OF MANAGEMENT ACTIONS (following defined in consultation with CNP authorities & presented for discussion at public meeting)

- Environment restoration & management plan
- Species restoration & management plan
- Cultural resources restoration & management plan
- Visitor management plan
- Information and interpretation
- Environmental impact assessment requirements
- Building management capacity
- Research & monitoring activities plan

ANNUAL OPERATIONAL PLAN (following defined in consultation with CNP authorities)

- Detailed park operations
- Park maintenance
- Surveillance/Poacher control
- Recruitment & staff training
- Fees & commissions: amount, collection, investment
- Annual budget
- Evaluation & operational plan rollover

## ANNEX 3 GENERIC MARINE NATIONAL PARK MANAGEMENT PLAN OUTLINE

### EXECUTIVE SUMMARY

#### INTRODUCTION

- General Area Description
- Resources, Activities and Values
- Principal Management Issues
- Project Approach

#### THE MANAGEMENT PLAN

- Legislative Authority
- Plan Goal
- Scope of the Plan
- Issue-Action Analysis

#### MANAGEMENT POLICY

- Marine National Park Goal
- Management Objectives
- Zones and Boundaries
- Administration and Plan Implementation
- Legal Framework and Regulations
- Cross-sectoral Agreements and Collaboration

#### MANAGEMENT ACTIONS

##### Environment Restoration & Management Plan

- Erosion Control & Revegetation
- Coral Communities

##### Species Restoration & Management Plan

- Endemic, Indigenous & Threatened Plants
- Endemic, Indigenous & Threatened Animals
- Sea Turtles
- Tridacnid Clams

##### Cultural Resources Restoration & Management Plan

##### Visitor Management Plan

- Land-based Tourists
- Sea-based Tourists
- Nationals
- School Groups

##### Information and Interpretation

- Community Outreach
- Information Centre
- Trails
- Signage

##### Building Management Capacity

- Staffing
- Training
- Facilities & Equipment
- Reporting
- Budget

##### Surveillance/Poacher Control Plan

##### Research & Monitoring Activities Plan

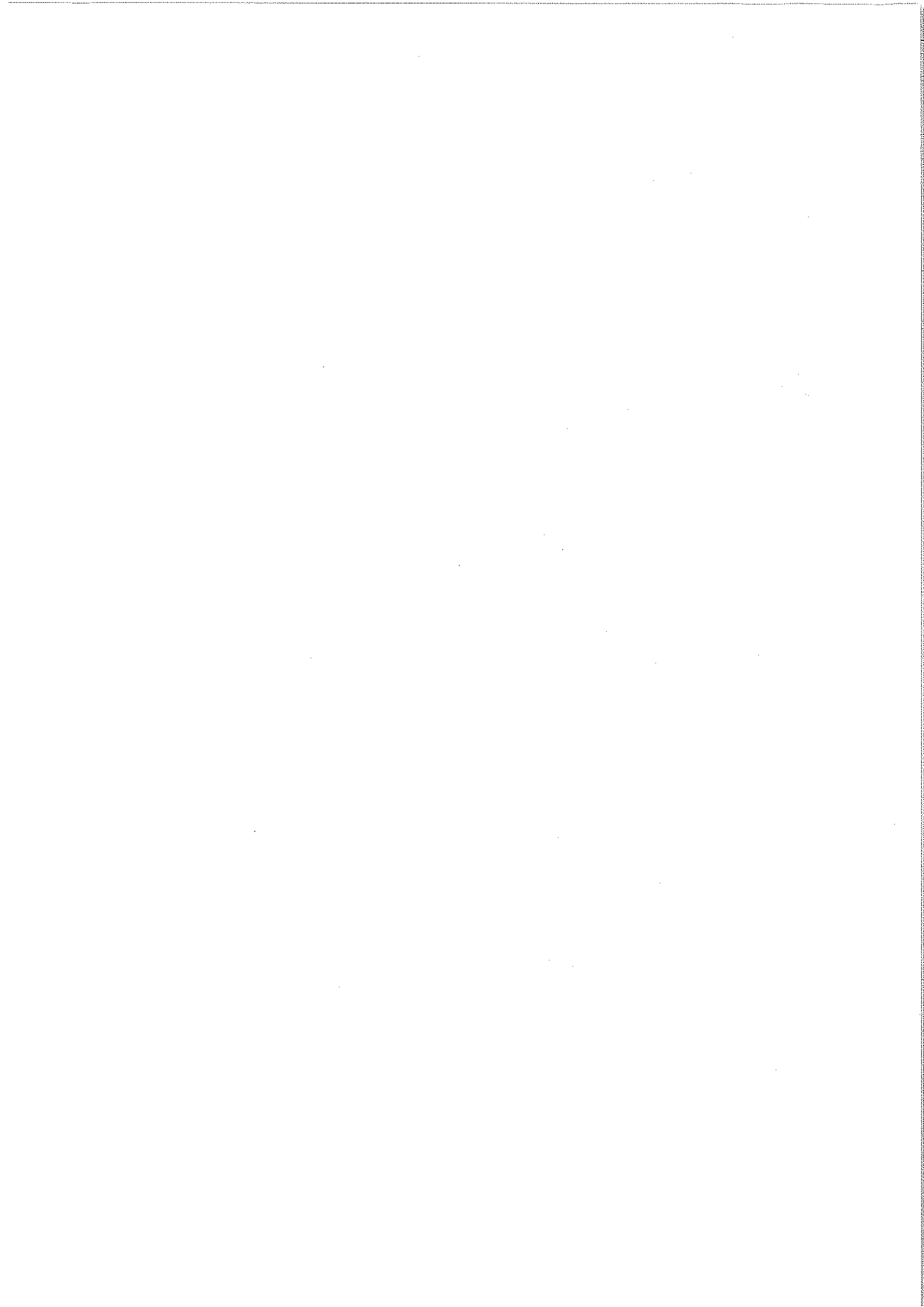
#### APPENDIX 1. PROPOSED REGULATIONS

#### APPENDIX 2. DEVELOPMENT & OPERATIONAL BUDGETS

#### APPENDIX 3. DETAILED DESCRIPTION OF AREA, RESOURCES & USES

#### APPENDIX 4 - SPECIES LISTS (if appropriate)

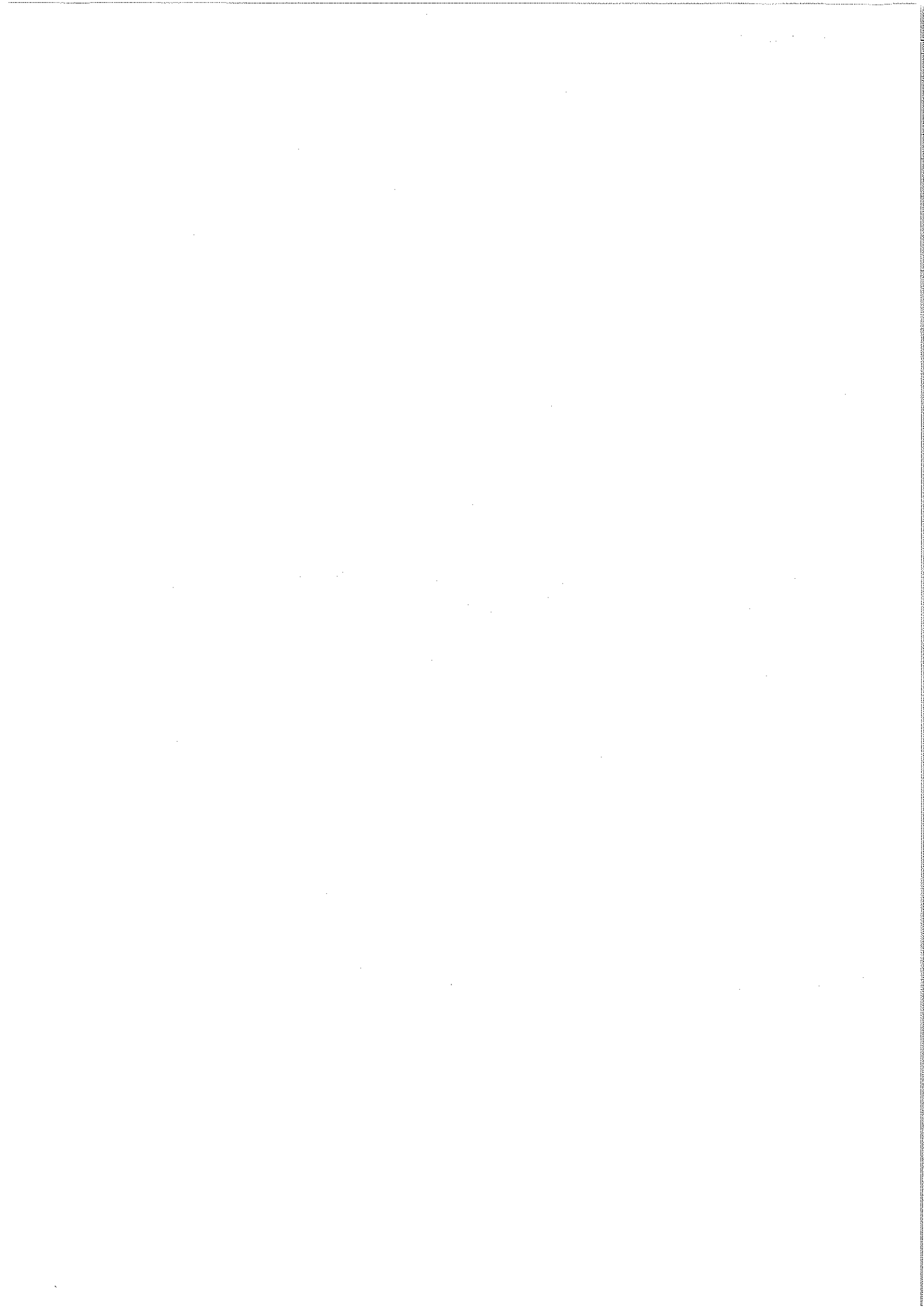
[Note: the above outline should be seen as a guide not a blueprint; it will need to be modified in the case of the La Digue Veuve Reserve to which it has little direct application]





**ANNEX D**

**MEMORANDUM OF UNDERSTANDING (MOU) BETWEEN IUCN-  
EARO AND CNP, DEPARTMENT OF THE ENVIRONMENT,  
SEYCHELLES**



SEYCHELLES BIODIVERSITY CONSERVATION & NATIONAL PARKS  
EMPS Project 7 ACP SEY 002

MEMORANDUM OF UNDERSTANDING CONCERNING PROJECT IMPLEMENTATION

BETWEEN

CONSERVATION & NATIONAL PARKS, DEPARTMENT OF ENVIRONMENT  
&  
IUCN EASTERN AFRICA REGIONAL OFFICE

BACKGROUND

The IUCN mission, policy and operational mandate are agreed by the IUCN membership at each triennial General Assembly, the latest of which was the 19th General Assembly held in Buenos Aires Argentina in January 1994. The membership has given IUCN a clear message to work, not as a consulting company, but with members and partners through its regional and country offices to develop institutional and national capacity to achieve the IUCN mission. This capacity building role is central to IUCN's Eastern Africa Regional Programme and guides IUCN's work with members.

When approached by a delegation of the Seychelles government (Dr N. J. Shah and Ms M. Roberts) in March 1993 to assist with implementation of EMPS Projects: G5, G9 and G10 (now collectively referred to as EMPS Project 7 ACP SEY 002), representatives of IUCN Eastern Africa Regional Office (EARO) stressed the view that implementation of the Project 7 ACP SEY 002 through a series of consultancies was an unsustainable activity, suggesting instead that the focus should be on building capacity of the Conservation and National Parks Section (CNP) of the Department of Environment to formulate management plans for protected areas itself.

It was emphasized that IUCN EARO is constrained by the wishes of the membership, the mission, the operational mandate, and its philosophy from executing consultancies. Consequently IUCN EARO could not assist the Seychelles in implementing EMPS Project 7 ACP SEY 002 in the original form. However, IUCN EARO could assist the Seychelles redesign the project with a greater capacity building focus and, if then requested, would be happy to provide the necessary technical assistance.

The delegation from Seychelles endorsed these views, and requested IUCN EARO to redraft the terms of reference to better address institutional capacity building of CNP. This action received further endorsement from H.E. the Minister of Foreign Affairs Planning & Environment (at that time the Ministry of Environment Economic Planning & External Relations) during discussions at Arusha in April 1993, and in Nairobi during the 1993 UNEP Governing Council Meeting. The IUCN EARO Regional Director and MFAPE Permanent Secretary also attended the Nairobi meeting. A further meeting the next day between the IUCN EARO Regional Director and MCP Coordinator and the Permanent Secretary MFAPE clarified details of the revised focus of this project.

IUCN EARO then prepared and submitted a revised document (version September 1993) for EMPS Project 7 ACP SEY 002 to Seychelles (ref. letter 01/09/93). This document had been discussed and approved in principle during a meeting in August 1993 between the Acting Director of CNP, other members of MFAPE, and the IUCN

EARO MCP Coordinator, and then discussed with the Director General of Environment MFAPE. MFAPE forwarded this approved version of the project document to the European Union (ref. letter ERC/350/27 of 30/09/93).

However, the constraints imposed by lack of staff have necessitated a scaling back of CNP participation in the programme of activities. Consequently, IUCN was requested to modify the project document again to reflect a reduced role to CNP personnel. This revised document (version July 1994 as amended 28/10/94) has been approved by Seychelles (ref. telefax 02/08/94) and the European Union (ref. letter 2052/PS/ry and Letter of Contract ref. ERC/350/27).

The project remains a collaborative activity between IUCN EARO and CNP, and should be implemented as such. This requires maximum input by CNP personnel within the constraints of their other duties, that the technical advisor be physically located within CNP offices, that the technical advisor have full access to CNP logistical support and backup, and that the project be identified as a CNP undertaking with technical assistance from IUCN - and not as an IUCN project.

This position reflects the nature of discussions and agreements between IUCN and MFAPE (ref. IUCN fax 7/05/93, 04/04/94, 07/07/94, letter 10/05/93, 01/09/93, 14/04/94, 31/05/94; CNP ref. MEPER/ENV/INT/03, fax 05/07/94 including "Capacity Building" as an activity, 02/08/94 accepting the amendments and CNP responsibilities proposed by IUCN), the constraints imposed on IUCN by its membership which includes the Republic of Seychelles, and the language of the Project Document (version July 1994 with terms of reference as amended 28/10/94 as required by the European Union, ref. letter 2052/PS/ry and Letter of Contract ref. ERC/350/27). The specific amendments required by the European Union include the following language: "IUCN will provide TA to the Conservation and National Parks Section (CNP) of the Ministry for *institutional capacity building* of the CNP staff to plan and manage existing protected areas effectively. This will enable CNP to address the full range of the above mentioned activities with a phased reduction in dependence upon external inputs." This statement embodies the philosophy of IUCN, and the original terms under which IUCN EARO agreed to assist with the Biodiversity Conservation and National Parks Programme.

With this understanding, the commitments of IUCN EARO and CNP are as defined below. The work plan for implementation of the project follows in Annex 1.

## THE ROLE OF IUCN

### *IUCN EARO shall:*

1. Drawing upon IUCN's global expertise in national conservation strategies, and marine parks planning and management, provide technical support and expertise to CNP in accordance with the detailed Project Description attached as Annex 3. In particular, IUCN will provide technical expertise to assist CNP with:
  - reviewing the National Conservation Strategy of Seychelles;
  - running a workshop on implementation of national conservation strategies;
  - preparing management plans for the following protected areas:
    - Ste Anne Marine National Park
    - Port Launay Marine National Park
    - Baie Ternay Marine National Park
    - La Digue Veuve Reserve
    - Curieuse Marine National Park (review of management plan and complementary proposals if required);
  - running a workshop on implementation of marine park management/ plans;
  - providing relevant experiences from other similar conservation programmes in which IUCN is involved internationally;
  - linking the Project with IUCN's global conservation network, in particular through its Marine and Coastal, Biodiversity Conservation, Protected Areas, and Environmental Planning Programmes based at its Eastern Africa Regional Office, as well as through its Headquarters technical programmes and its Commission on National Parks and Protected Areas;
  - determining priorities for follow up action, and drafting of a proposal to define a project and solicit funds for this follow up, if time permits.
2. Provide a full time Technical Advisor, who will be the principal IUCN focal point for the delivery of technical support and expertise to CNP. IUCN will also provide short-term expertise within the scope of the approved Budget, attached as Annex 2.
3. Provide managerial and administrative support for the implementation of IUCN's technical inputs to the project.
4. Administer and monitor the European Union's financial contribution pertaining to implementation of technical components of the Project, in accordance with the Project Description attached as Annex 3 and the approved Budget (Annex 2). In particular IUCN shall maintain accounts recording all receipts and expenditures and shall prepare quarterly financial statements of expenditure for submission to the European Union and Seychelles.

5. Prepare and deliver to the European Union and Seychelles:
- a detailed work plan for the 12 month duration of the Project;
  - an interim implementation report on Project's activities and achievements according to the annual action plan once every three months;
  - a "Completion and Assessment Report", not later than two months after termination of the Project.

## THE ROLE OF SEYCHELLES

### *CNP shall:*

1. Support the implementation of the Project by making available the following:
  - a fully furnished and equipped, air-conditioned office with telephone and (or access to) telefax and copier facilities, and necessary transport (whenever available, but with priority given to the project) for the Technical Advisor;
  - transport for visiting consultants, and any field assistance as required;
  - access by the Technical Advisor and consultants to all parts of the MNPs;
  - such members of staff identified by the Technical Advisor, within the constraints of their other duties, for training, survey and general assistance purposes.
2. For capacity building purposes, and recognising the limited staff availability of CNP, commit one CNP staff member each day on a rotational basis (or according to a formula developed during the course of the project) to work alongside the Technical Advisor. These CNP staff members should include the Acting Director, the two Scientific Officers, the Parks Officer, and the Assistant Parks Officers of the protected areas for which plans are being formulated.
3. Ensure availability to the Technical Advisor, consultant and IUCN support personnel of the following equipment (or equivalents) to be purchased under the framework of EU support for the Biodiversity Conservation & National Parks Programme:
  - Vehicle
  - Fibreglass boat & outboard motor(s)
  - Drawing and office equipment
  - Desk-top computer(s) with relevant software (WP51, DBase IV/FoxPro).
4. Arrange exemption for IUCN from any liability for taxes and social security arising from execution of the project and contracting of project personnel.

Provide at least one senior member of CNP to participate in an evaluation of the Project in the eleventh month.

**NP and IUCN furthermore agreed as follows:**

- 1. Neither party shall be liable to the other in respect of any claim, debt or demand by or on behalf of any adviser, manager, expert, employee, servant or agent arising out of the implementation of this Memorandum of Understanding.

Where an employee, servant or agent of either party to this Memorandum of Understanding is injured, disabled or killed in the course of his employment under the Project the party employing him shall be solely responsible in respect of all claims that may arise from there.

Where any person who is not an employee of either party to this Memorandum of Understanding is injured, disabled or killed by the negligence or fault of an employee, servant or agent of either party to this Memorandum of Understanding, during or in the course of such employment, the party employing that employee shall be solely responsible in respect of all claims that may arise in respect of that accident, event or accident.

- 4. The responsibilities to the European Union of CNP Seychelles and IUCN EARO in relation to this Project are detailed in the Project Document annexed to this Memorandum of Understanding (Annex 3). These responsibilities are also the subject of a separate Agreement between IUCN and the European Union.

- 5. This Memorandum of Understanding shall come into force on signature by both parties hereto.

WITNESS WHEREOF the undersigned, being duly authorised thereto, have on behalf of the parties hereto signed this Memorandum of Understanding at the place on the day and year written below:

For:  
Seychelles

Signature: .....

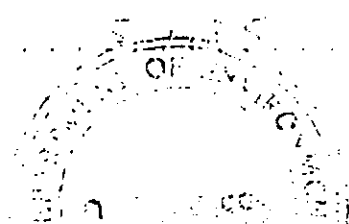
Name: JEAN-CLAUDE MICHEL

Title: As Director (CNP)

Place: .....

Date: .....

Seal:



For:  
IUCN

Signature: .....

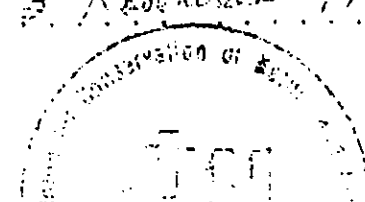
Name: PROF. STEVEN NUSUNU

Title: AG. REGIONAL DIRECTOR

Place: NARDBI

Date: 2 November 1994

Seal:



**ANNEX 1. WORK PLAN FOR PROJECT 7 ACP.SEY.002**

The following work plan is derived from the Project Document (July 1994 version as amended 28/10/94) for the above referenced project, attached as Annex 3, and is in accordance with the Letter of Contract (ref. ERC/350/27) and accompanying letter (ref. 2052/PS/ry) submitted by the Delegation of the European Union, Mauritius to the IUCN Eastern Africa Regional Office.

The following activities will be undertaken by the IUCN Technical Advisor in collaboration with the Conservation and National Parks Section of the Ministry of Foreign Affairs Planning and Environment.



First Quarter (01/01/95 - 31/03/95) ActionsNational Conservation Strategy

Month	Actions	Participants
1-2	NCS review & consultations	IUCN Technical Advisor CNP Staff Relevant government authorities Other interested parties IUCN EARO/HQ
3	NCS revision	IUCN Technical Advisor CNP Staff IUCN EARO/HQ
3	NCS implementation-workshop	IUCN Technical Advisor CNP Staff IUCN HQ

Pilot Resource Management Data Base

Month	Actions	Participants
1	Define data sets	IUCN Technical Advisor CNP Staff IUCN EARO
2	Set-up data base & train CNP staff	IUCN Technical Advisor CNP Staff
3	Review literature & extract relevant information for entry in data base	IUCN Technical Advisor CNP Staff

Site Anne Marine National Park Management Plan

Month	Actions	Participants
2-3	Implement base line surveys of resources, uses & threats	IUCN Technical Advisor CNP Staff IUCN EARO - start-up

Project Administration and Reporting

Month	Actions	Participants
3	Submission of first quarterly progress report	IUCN Technical Advisor
3	Completion & submission of first quarter accounts to EU & CNP	IUCN Technical Advisor IUCN EARO

Second Quarter (01/04/95 - 30/06/95) ActionsArne Marine National Park Management Plan

Month	Actions	Participants
4-5	Continue surveys & monitoring of resources, uses & threats	IUCN Technical Advisor CNP Staff
4	formulate draft management plan	IUCN Technical Advisor CNP Staff IUCN EARO
5	Design & set up underwater trail	IUCN Technical Advisor CNP Staff IUCN EARO, Consultant
5	Conduct workshop to review management plan	IUCN Technical Advisor CNP Staff Relevant government authorities Other interested parties
5-6	Revise draft & produce final management plan	IUCN Technical Advisor CNP Staff IUCN EARO

Port Launay Marine National Park Management Plan

Month	Actions	Participants
6	Commence resource, uses & threats survey	IUCN Technical Advisor CNP Staff

Project Administration and Reporting

Month	Actions	Participants
6	Submission of second quarterly progress report	IUCN Technical Advisor
6	Completion & submission of second quarter accounts to EU & CNP	IUCN Technical Advisor IUCN EARO

Third Quarter (01/07/95 - 30/09/95) ActionsPort Launay Marine National Park Management Plan

Month	Actions	Participants
7	Continue resources, uses & threats surveys	IUCN Technical Advisor CNP Staff
7	Formulate draft management plan	IUCN Technical Advisor CNP Staff IUCN EARO
7	Conduct workshop to review plan, revise draft, & produce final management plan	IUCN Technical Advisor CNP Staff Relevant government authorities Other interested parties IUCN EARO

Laie Ternay Marine National Park Management Plan

Month	Actions	Participants
7-9	Implement resources, uses & threats surveys	IUCN Technical Advisor CNP Staff IUCN EARO
8	Formulate draft management plan & conduct workshop to review plan, & revise draft plan	IUCN Technical Advisor CNP Staff Relevant government authorities Other interested parties
9	Prepare final management plan	IUCN Technical Advisor CNP Staff IUCN EARO

La Digue Veuve Reserve Management Plan

Month	Actions	Participants
9	Commence resources, uses & threats survey, & formulate draft management plan	IUCN Technical Advisor CNP Staff

Project Administration and Reporting

Month	Actions	Participants
9	Submission of third quarterly progress report	IUCN Technical Advisor
9	Completion & submission of third quarter accounts to EUJ & CNP	IUCN Technical Advisor IUCN EARO

Fourth Quarter (01/10/95 - 31/12/95) ActionsLa Digue Veuve Reserve Management Plan

Month	Actions	Participants
10	Conduct workshop to review plan, revise draft, & produce final management plan	IUCN Technical Advisor CNP Staff Relevant government authorities Other interested parties

Curieuse Marine National Park Management Plan

Month	Actions	Participants
10	Review & revise existing management plan (Note: as a management plan for Curieuse has recently been completed, this action may not be necessary)	IUCN Technical Advisor CNP Staff IUCN EARO

Marine National Parks Implementation Workshop

Month	Actions	Participants
11	Implement 5 day workshop on techniques for implementation of marine park management plans	IUCN Technical Advisor CNP Staff IUCN EARO/HQ

Project Evaluation

Month	Actions	Participants
11	Implement an assessment & evaluation mission to review project achievements & advise on future activities	IUCN Technical Advisor CNP Staff IUCN EARO/HQ EU

Project Administration and Reporting

Month	Actions	Participants
12	Submission of final quarterly progress report	IUCN Technical Advisor
12	Completion & submission of final quarter accounts to EU & CNP	IUCN Technical Advisor IUCN EARO
14	Prepare & submit to CNP & EU a project "Completion & Assessment Report" & final accounting	IUCN Technical Advisor IUCN EARO

**ANNEX 2. PROJECT 7 ACP.SEY.002 BUDGET (includes iucn management fees and contingencies)**

	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	TOTAL
<i>Fees</i>					
Tech Advisor	10,512	10,512	10,512	10,512	42,048
IUCN HQ	6,114			5,000	11,114
IUCN EARO	12,130	5,710	5,710	5,710	29,260
Consultant		12,244			12,244
<i>Direct Expenses</i>					
<i>Per diem</i>					
IUCN HQ	1,148			1,147	2,295
IUCN EARO	3,060	1,530	1,530	1,430	7,550
Consultant		1,530			1,530
Car costs	624	624	624	624	2,496
Office costs	1,251	1,251	1,251	1,251	5,004
<i>Refundable</i>					
<i>Airfares</i>					
IUCN HQ	1,180			1,180	2,360
IUCN EARO	2,360	2,360	2,360	1,180	8,260
Consultant		1,180			1,180
<b>TOTAL</b>	<b>38,379</b>	<b>36,941</b>	<b>21,987</b>	<b>28,034</b>	<b>125,341</b>

## THE ROLE OF IUCN

### ***IUCN EARO shall:***

1. Drawing upon IUCN's global expertise in national conservation strategies, and marine parks planning and management, provide technical support and expertise to CNP in accordance with the detailed Project Description attached as Annex 3. In particular, IUCN will provide technical expertise to assist CNP with:
  - reviewing the National Conservation Strategy of Seychelles;
  - running a workshop on implementation of national conservation strategies;
  - preparing management plans for the following protected areas:
    - Ste Anne Marine National Park
    - Port Launay Marine National Park
    - Baie Ternay Marine National Park
    - La Digue Veuve Reserve
    - Curieuse Marine National Park (review of management plan and complementary proposals if required);
  - running a workshop on implementation of marine park management/ plans;
  - providing relevant experiences from other similar conservation programmes in which IUCN is involved internationally;
  - linking the Project with IUCN's global conservation network, in particular through its Marine and Coastal, Biodiversity Conservation, Protected Areas, and Environmental Planning Programmes based at its Eastern Africa Regional Office, as well as through its Headquarters technical programmes and its Commission on National Parks and Protected Areas;
  - determining priorities for follow up action, and drafting of a proposal to define a project and solicit funds for this follow up, if time permits.
2. Provide a full time Technical Advisor, who will be the principal IUCN focal point for the delivery of technical support and expertise to CNP. IUCN will also provide short-term expertise within the scope of the approved Budget, attached as Annex 2.
3. Provide managerial and administrative support for the implementation of IUCN's technical inputs to the project.
4. Administer and monitor the European Union's financial contribution pertaining to implementation of technical components of the Project, in accordance with the Project Description attached as Annex 3 and the approved Budget (Annex 2). In particular IUCN shall maintain accounts recording all receipts and expenditures and shall prepare quarterly financial statements of expenditure for submission to the European Union and Seychelles.

**ANNEX E**

**ENVIRONMENTAL PROTECTION ACT 1994**





S.L. OF 1995

**ENVIRONMENT PROTECTION ACT, 1994**  
(Act 9 of 1994)

**Environment Protection (Biodiversity  
Authority) Order, 1995**

In exercise of the powers conferred by section 4(2) and (4) of the Environment Protection Act, 1994, the Minister of Foreign Affairs, Planning and Environment hereby makes the following Order -

1. This Order may be cited as the Environment Protection Act (Biodiversity Authority) Order, 1995. Citation

2. In this Order -

Interpretation

"Authority" means the Biodiversity Authority constituted under regulation 3;

Chief Executives" means the person acting or discharging the functions of such office in a Ministry.

3. There is hereby constituted the Biodiversity Authority which shall be a body corporate. Constitution of the Biodiversity Authority

4. (1) The Authority shall, for the implementation of the policies and programmes in pursuance of the national objectives on environment protection, be responsible for the conservation of biological diversity in Seychelles. Functions of the Authority

(2) In carrying out the functions of the Authority, the Authority-

(a) shall carry out the functions conferred on the National Environment Commission by or under the

Recd  
*[Signature]*

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National Parks and Nature Conservancy Act and in carrying out those functions is vested with all the powers and duties conferred on the Commission by or under that Act; Cap 141

- (b) shall carry out the activities of any other agencies concerned in the conservation of biological diversity under any written law;
- (c) shall manage and direct development of the Ste. Anne Island in an environmentally integrated fashion and invite private investment for projects approved by the Authority and use facilities on that island in an environmentally technical or scientific manner for the purposes of the Authority;
- (d) shall, at the request of the Minister, manage and direct development of any other island in the manner specified in paragraph (c);
- (e) shall carry out such other functions for the conservation of plants and animals as may be conferred on the Authority by or under any written law;
- (f) may make regulations as the Authority may consider it reasonably necessary for carrying out its functions.

(3) Where any matter is under the control and supervision of the Authority, no person or authority shall, subject to regulation 7, interfere with or act in such matter contrary to or in disregard of the advice of the Authority except with the concurrence of the Cabinet.

Management of  
the Authority

5. (1) The Authority shall be managed by a Board consisting of -

- (a) the Chief Executives of the Ministries responsible for Environment, Land, Marine Resources and Tourism; and
- (b) such number of members as may be appointed by the Minister from among persons who have

experience and have demonstrated interest in national parks or in the conservation of biological diversity in Seychelles.

(2) A Chief Executive of a Ministry referred to in subregulation (1)(a) may nominate a representative of that Ministry to attend any meeting of the Board and the representative while so attending shall be deemed to be a member of the Board and shall have and exercise all the powers of a member.

(3) The Chief Executive of the Ministry responsible for Environment shall be the Chairperson of the Board.

(4) A member appointed under subregulation (1)(b) shall hold office for such period as may be determined by the Minister at the time of appointment and is eligible for reappointment.

(5) A member referred to in subregulation (4) may be paid such allowances as the Minister may determine.

(6) The Board may meet not less than six times in any one calendar year and at such other times as the Chairperson may determine.

(7) The Chairperson or in the absence of the Chairperson any member of the Board elected at the meeting shall preside at any meeting of the Board.

(8) One half the number of members of the Board shall constitute a quorum for any meeting of the Board.

(9) Subject to the preceding subregulations, the Board shall regulate its own proceedings.

6. (1) The Minister shall, subject to subregulation (2), appoint a person to be the Managing Director of the Authority on such terms and conditions as may be applicable to employees of public bodies.

Managing  
Director and  
other members  
of the Authority

(2) Subject to the directions of the Board, the Managing Director-

- 
- (a) shall undertake executive responsibility for the effective functioning of the Authority;
  - (b) shall have supervision over and direction of the day to day affairs of the Authority; and
  - (c) shall perform the functions of the Authority.

(2) The Managing Director shall be a person who is suitably qualified and has working experience in Marine Science, Biology and management and other disciplines relevant to the functions of the Authority.

(3) On appointment the Managing Director shall be an ex-officio member of the Authority.

(4) The Authority may employ such persons as are necessary to assist the Managing Director in the performance of the functions of the Authority on terms and conditions and according to the procedures applicable to employees of public bodies.

Directions of the  
Minister

7. (1) The Minister may give to the Authority directions in writing on the policy to be followed by the Authority in the performance of its functions and the Authority shall comply with those discretions.

(2) Directions under subregulation (1) shall not restrict or be in inconsistent with the functions conferred on the Authority under regulation 4.

Borrowing  
powers of the  
Authority

8. (1) The Authority may, for the purpose of the performance of its functions, with the approval of the Minister granted after consultation with the Minister responsible for finance, borrow moneys in or outside Seychelles.

(2) The Authority may give security over any of its assets for the purpose of a borrowing under subregulation (1).

(3) The Minister responsible for finance may, out of public moneys, make, at the request of the Minister, advances to the Authority of such amounts and on such terms as the Minister responsible for finance, acting after consultation with the Minister, determines.

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(4) The Authority shall make to the Republic at such times and in such manner, as the Minister responsible for finance acting after consultation with the Minister may direct, payments of such amounts as may be so directed in or towards the repayment of advances made pursuant to subregulation (3) or of any sums issued in fulfillment of any guarantee given under any Act in respect of any amount borrowed in accordance with subregulation (1) or of interest on any such advances or sums at the rate directed by the Minister responsible for finance.

9. (1) The funds of the Authority shall consist of -

Funds of the  
Authority

- (a) moneys appropriated by an Appropriation Act and paid to the Authority;
- (b) moneys lawfully charged by the Authority;
- (c) moneys lawfully borrowed by the Authority;
- (d) moneys due on any investment made by the Authority;
- (d) other moneys lawfully received by the Authority for the purposes of the Authority.

(2) Funds of the Authority may be applied by the Authority -

- (a) in payment or discharge of the costs, expenses and other obligations of the Authority; and
- (b) in payment of remuneration, fees and allowances payable to its members and staff.

(3) Moneys of the Authority not immediately required for the purposes of the Authority may be invested -

- (a) on fixed deposits with one, or more than one, bank;
- (b) in Government securities; or
- (c) in any other manner which, the Authority, with the approval of the Minister granted after consultation with the Minister responsible for finance, thinks fit.

---

Provided that the 1st financial year of the Authority shall end on 31st December next following the date of commencement of this Order.

11.(1) The Authority may open and maintain an account or accounts with one, or more than one, bank and shall maintain at all times at least one such account. Bank accounts

(2) The Authority shall pay all funds of the Authority into an account maintained under subregulation (1).

12.(1) The Authority shall keep proper accounts and records in relation to the accounts and shall prepare, in respect of each financial year of the Authority, statement of accounts in such form as the Minister, acting after consultation with the Minister responsible for finance, may direct. Accounts and audit

(2) The accounts and statement of accounts of the Authority shall be audited by an auditor appointed by the Minister acting after consultation with the Minister responsible for finance.

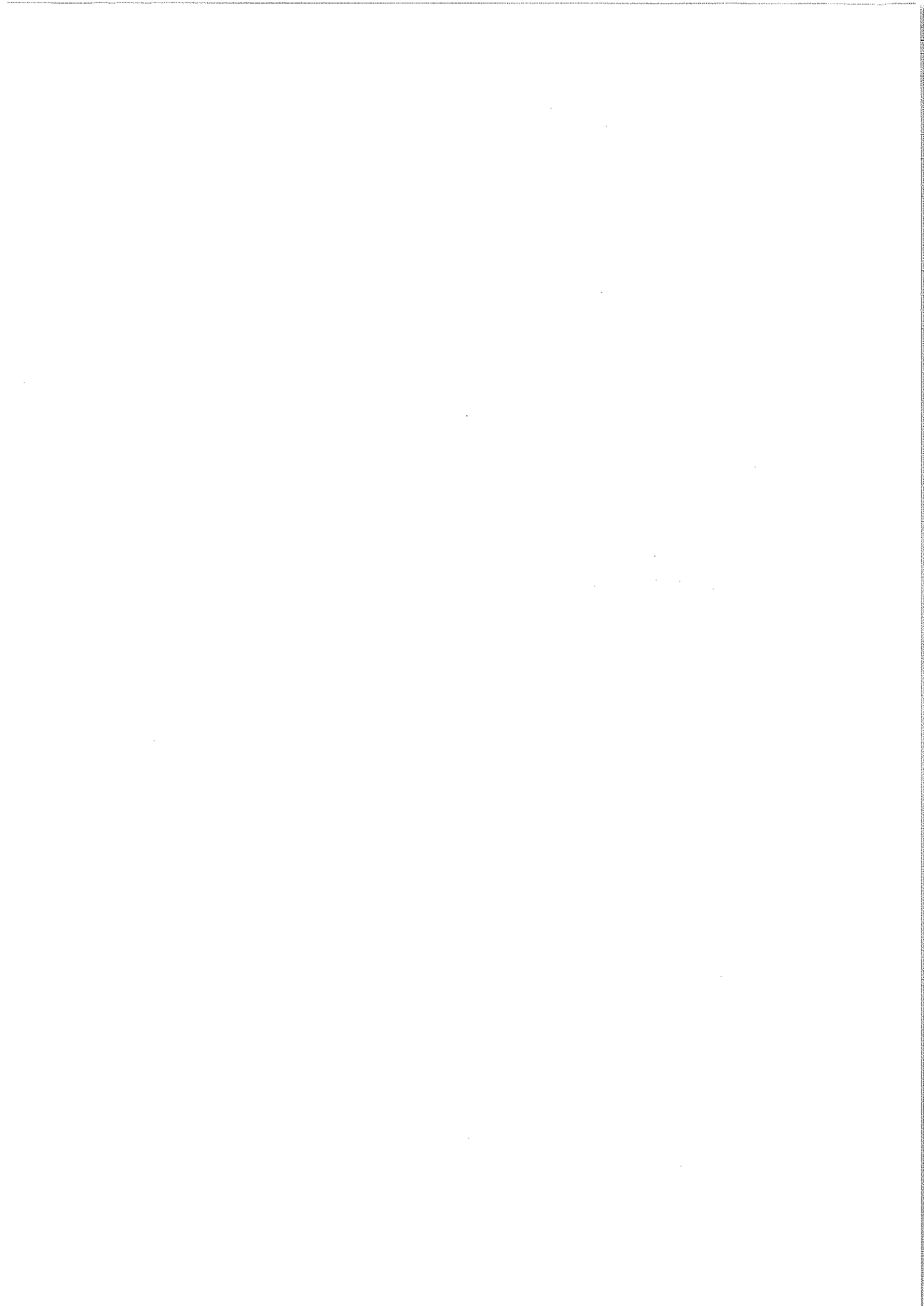
(3) As soon as the accounts and statement of accounts of the Authority in respect of any financial year of the Authority have been audited pursuant to subregulation (2), the Authority shall send to the Minister and the Minister responsible for finance a copy of the statement together with a copy of any report made by the auditor on that statement or on the accounts of the Authority.

**MADE this ..... day of ..... April, 1995**

**DANIELLE DE ST. JORRE  
MINISTER OF FOREIGN AFFAIRS,  
PLANNING AND ENVIRONMENT**

## **ANNEX F**

### **CONCEPT FOR FOLLOW UP TO EXISTING PHASE**





## **BIODIVERSITY CONSERVATION & NATIONAL PARKS PROGRAMME A CONCEPT FOR FOLLOW-UP TO THE EXISTING PHASE**

During a discussion in the last month of the Biodiversity Conservation and National Parks project (7/12/95) between the Principal Secretary, Ministry of Foreign Affairs, Planning & Environment (Emmanuel Faure), the Director Conservation & National Parks (John Collie), the IUCN Technical Adviser (Nirmal Shah) and the IUCN Eastern Africa Regional Office Marine Conservation Coordinator (Rodney Salm), the following was agreed:

- The project initiative should not be allowed to stall, but an active effort should be made to ensure follow-up
- The focus for follow-up should be on three discrete activities:
  - completion of management plans for important protected areas that currently lack them
  - establishment of the Biodiversity Authority
  - further development of a Biodiversity Conservation Strategy
- Short project concepts would be prepared by the IUCN team in conjunction with CNP for submission by the Director to the PS
- The PS would make necessary arrangements to have the concepts formally approved by government, and would then request IUCN to develop full proposals together with CNP
- The Government of Seychelles and IUCN would together seek donors to support the proposed project activities.

### **1. PROTECTED AREA MANAGEMENT PLANS**

#### **Background**

Over the past four years (1991 to 1995) the Conservation and National Parks Section (CNP) of the Division of Environment has made considerable progress in improving management of parks and reserves in Seychelles. Over the last two years, this has included the development and implementation of a management plan for Curieuse Island Marine National Park, development of management plans for Ste Anne, Port Launay and Baie Ternay Marine National Parks, and for the La Veuve Special Reserve (with technical assistance from IUCN - The World Conservation Union).

All of the four marine parks under direct CNP jurisdiction now have plans designed to focus management on the priority actions and to take it forward to a more advanced stage of implementation. This leaves only the Silhouette Marine Park without a plan. A simple practical plan for Silhouette should be formulated along similar lines to those already completed.

On land, a management plan has been completed for the La Veuve Special Reserve only. Critical management issues also affect the Morne Seychellois and Praslin National Parks. These two important protected areas require detailed study and management planning in particular because of increasing encroachment and adjacent development.

## **2. ESTABLISHMENT OF THE BIODIVERSITY AUTHORITY**

### **Background**

The establishment of a Biodiversity Authority on Ste Anne Island has been approved by Cabinet. Renovation of former NYS buildings on Ste Anne for this purpose are currently under way with support from the European Union.

Establishment of the Biodiversity Authority as a parastatal will increase the autonomy and flexibility of the Conservation and National Parks Section of the Division of Environment in setting its own goals and priorities, in developing and implementing its own work programmes, and in raising and expenditure of its own funds.

### **Proposal**

As a first and immediate step in the establishment process for the Biodiversity Authority, IUCN would attempt to mount a mission by the Directors of the three largest and highly successful conservation parastatals on the African mainland (Kenya Wildlife Service, Natal Parks Board and Tanzania National Parks) to visit Seychelles and advise on the following for the Biodiversity Authority:

- structure
- policies
- staffing
- relationship to government
- operations
- outreach programme
- financing mechanisms.

In addition, a senior member of the South African government would be invited to comment on government perspectives of the advantages of parastatals and their relationship with government on issues of conservation.

Every effort will be made to enlist the services of the Directors of these three large and prestigious organisations to give the highest possible profile to the mission. It is anticipated that the three Directors will meet the Minister of Foreign Affairs, Planning & Environment, Ste Anne Island to view the site, two other successful parastatals (Seychelles Bureau of Standards and the Seychelles Fishing Authority) to discuss the context of parastatals in Seychelles, and relevant ministries (Finance, Tourism, Community Development, Planning) to solicit their views, recommendations and reservations concerning the functioning of the Biodiversity Authority.

The mission would focus its discussions principally on the Ministry of Foreign Affairs, Planning & Environment, including the Division of Environment and the Conservation and National Parks Section. The mission participants would be expected to bring their extensive and diverse experience to bear on defining long term solutions to the effective and sustainable operation of the Authority, including in particular financing mechanisms and role sharing with NGOs and through other means, if appropriate.

The mission would be concluded after five working days with a presentation to Ministers to be identified in due course and a press conference.

## **Proposal**

It is recommended that management plans be prepared for the Silhouette Marine Park and the Morne Seychellois National Park and Praslin National Park. This will provide CNP or the new Biodiversity Authority (BA) with a good foundation from which to implement management focused on the priority management issues, and on which to base discrete project proposals to support specific management actions.

The following procedure is proposed for continue the current management planning initiative of CNP. Initial focus should be on a synchronous planning exercise for the Morne Seychellois and Praslin National Parks. Both of these areas require detailed studies, resource assessments (including through direct community involvement using participatory rural appraisal techniques), survey and demarcation of boundaries. For this reason, the management planning process will need to be drawn out over at least a 15 month period for Morne Seychellois National Park and 12 months for Praslin National Park to enable development of integrated management plans that reconcile the interests of different sectors with those of the neighbouring communities.

A Senior Technical Adviser (STA) would be contracted through IUCN to lead the management planning process for a period of two years. The role of the STA would be to work with and train CNP/BA and Forestry staff on an availability basis to develop management plans. It would include primary responsibility to formulate the Morne Seychellois National Park management plan and to coordinate the preparation of a management plan for Praslin National Park through a second Technical Adviser (TA) working alongside CNP/BA and Forestry personnel. This process is envisioned to take 15 months to complete to the draft stage. The STA will coordinate the review process for the draft management plans and their finalization, and train staff in interpretation and implementation of the management plans (3 months). In addition s/he will take the lead to develop a management plan for the Silhouette Marine National Park (4 months) in conjunction with CNP and the Island Development Co. (IDC) which manages the island. The final two months of the project will be devoted to working with CNP/BA to develop specific project proposals to facilitate implementation of the management plans.

In the likely event that the Biodiversity Authority is established and operational in the near future, this proposed project would be a good inaugural planning activity for the Authority.

Options for funding of this activity include the European Union as a continuation of the commitment already made to biodiversity conservation in the Republic, and/or the Global Environment Facility which has a strong emphasis on the funding of protected areas related to biodiversity conservation.

On approval of the concept by authorities in Seychelles, and if requested to do so, IUCN Eastern Africa Regional Office will undertake to develop a project proposal together with CNP, and to assist the Seychelles authorities to locate funding for the proposal and with provision of technical assistance for project implementation.

IUCN views the Republic of Seychelles as an important State Member in the region, and is committed to working with the Government to achieve the conservation of the nation's valuable biodiversity resources and to continuing its role in assisting with the development of management plans for protected areas in Seychelles.

As a second step, IUCN would develop a proposal together with CNP to obtain funding for a Technical Adviser to the Biodiversity Authority. The Technical Adviser (TA) would be a senior level person with not less than 10 years directly relevant experience who would advise on policy issues concerning the Authority as well as direct technical issues. In particular, the TA will have had direct experience of working with IUCN or will be thoroughly briefed on the organisation and its structure to facilitate back-up to the Authority through the 6,000 members of the six IUCN specialist Commissions, its various networks and the technical expertise of its regional office and global programmes.

### **3. DEVELOPMENT AND IMPLEMENTATION OF A BIODIVERSITY STRATEGY**

A separate project document is currently under development by IUCN for this initiative.